

# PRINTERS' INK

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No. 9

## Advertising Manager Is Ideal If He Functions This Way

Interpreter of Company to Trade and Vice Versa Is His Job Rather Than Attaining Proficiency in Technique

By Turner Jones

Vice-President, Coca-Cola Company

[EDITORIAL NOTE: There seems to be a vast difference between a good advertising man and a good advertising manager. Mr. Jones will, of course, be one of the last to minimize the importance of expert technique in the planning, preparation and placing of advertising. Yet in this paper which he prepared for PRINTERS' INK out of material he used in a recent address before the Association of National Advertisers, he points out the danger of "becoming lost in the technique of advertising." He here holds up an ideal which is sure to be inspiringly helpful to advertising executives in this time when, if ever, they are called upon to give their best.]

IN so many instances advertising has become an end in itself, a game for a limited few to play, rather than a method of selling, that I cannot help but feel that the worst mistake we advertising managers make is to feel that we are advertising men, that we must know all about advertising as such, that in some way we must appear as advertising experts.

The truth is that the average advertising manager, who handles relatively few products during a life time, will rarely be a good advertising man.

If we can call advertising a science at all, it is at best a most inexact science, and consequently

a realm in which sound judgment can develop only from a vast variety of experience. Consequently, knowledge based upon this variety of experience is wholly comparative.

This means that we may develop advertising men of sound advertising judgment in advertising agencies, where today's job is an automobile, tomorrow's a cosmetic, and the day after brings something else. But most of us, as advertising managers, handle the same products day after day, without this variety of experience which can give rise to a comparative viewpoint.

So I would rather think of us as some sort of merchandising executives than as advertising men, and I do not care very much what the title or the form of the position is so long as we take advantage of the wonderful opportunity offered by the fact that our jobs bring us in touch with every vital phase of the business life of our companies—sales, sales promotion, merchandising, distribution, research, advertising, *et cetera*. This is the important point in an advertising manager's position and in this multiple relationship will be found his opportunity for service to his company.

I would like to cite a few concrete examples of advertising managers who have approached their work from this viewpoint.



Photo by Blank-Stoller, Inc.

**Turner Jones**

The advertising manager of a large radio tube company found it well-nigh impossible to secure display space in the stores of his retailers for point-of-purchase advertising. He left his office and became a salesman for several different retailers, a clerk in their stores, and he made two discoveries. By putting a cash register on tube sales he found that tubes are a most profitable item to the retailer rather than the necessary nuisance which they have been considered. More important, he found that tube sales are the best leads to prospects for the sale of radios. By looking into his company's relationship with its dealers he found a new sales story and secured the display space he needed.

The advertising manager of a chain of bakeries found, after studying the consumer, that his product's trade name was well known to the women of the various communities—his product enjoyed good distribution and apparently fair dealer good-will. Yet sales were not increasing. This man became a clerk in grocery and delicatessen stores in an effort to bridge the gap between consumer advertising and the point of sale. A simple display rack placed in the front of the store carrying his bread quadrupled sales in a few months' time, and enabled this company to cash in on an adver-

tising program that was falling short of the mark without this help. This advertising manager found his solution by looking into the relationship between his company and its dealers.

The advertising manager of a large beverage company became curious to know where he might secure the largest return on the dollar invested in point of purchase or dealer help advertising. A study of retail outlets revealed the fact that about a third of this company's dealers in any community were doing two-thirds of the total volume in that community; another third of the dealers represented one-fourth of the volume; and the last third accounted for less than 10 per cent of the volume.

These facts led to the classification, according to potential sales, of thousands of dealers and the adaptation of all point-of-purchase advertising to bring it into a sounder economic relation to sales possibilities. But further, these facts led to selective selling on the part of the company, rerouting the salesmen, and revamping of all calls—a redistribution of both sales and advertising effort.

#### *Applying the Idea to the Retailer*

Arguing that if it was good business for an organization to practice selective selling and selective advertising then it must be good for the retailer, this company made a nation-wide study of retail costs that resulted in the discovery of such high points as the fact that the soda fountain accounted for two-thirds of all the customers in the retailer's store; that it accounted for almost a third of the gross dollar business done by the retailer; that it is the most profitable single department in the retailer's establishment.

This same company found a similar story in regard to its own product at the fountain. So this advertising manager found material for trade advertising, yes, but more important than that, a complete energizing or rejuvenation of an entire selling operation grew

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## CULTIVATE RHODE ISLAND IN 1932



# Good Food News:

¶ The Providence Sunday Journal Food Page ties up in a practical, newsy way to the most fundamental economic interest of the Rhode Island housewife.

She spends \$30 a year MORE than the average American housewife to feed each member of her family. Worth tying up to !

The Food Page started in January. In four months local grocery advertising has grown from 4.6% to 13.8% of the Sunday retail lineage. April marked an increase of 10,362 lines over the same month last year.

¶ Advertising on this featured food news page reaches 7 out of 10 of the financially able housewives in Rhode Island (\$3,000 a year and over) and 8 out of 10 in Providence—at no increase over run-of-paper rates.

## Providence Sunday Journal

*Largest Circulation of Any Single Rhode Island Newspaper*

CHAS. H. EDDY CO. Representatives R. J. BIDWELL CO.  
Boston • New York • Chicago San Francisco • Los Angeles • Seattle

out of a study of the company's relationship with its dealers.

I have given three examples where advertising managers have looked for the solution of their problems within the relationship of their company to their dealers. Now I want to consider three examples where advertising managers looked into the relationship of their companies with their customers.

### ***Lining Up Bakers Behind an Idea***

The director of advertising of one of the largest food companies in America made a thorough consumer study and discovered that the women of America were peculiarly receptive to certain definite bakery products made according to certain types of formulae. This was good advertising and sales information, but bakers felt that they knew their market better than this company, and it was a hard fight to change them through consumer demand developed by national advertising and direct sales effort.

So, instead of simply going at the problem with hammer and tongs in an effort to remake the baking business, this advertising director felt that he could increase the effectiveness of his national advertising if he could evolve some method of causing bakers to co-operate on the program he had learned from the public. He designed a little survey form and persuaded the bakers to ask their own customers questions which this advertising manager knew in advance would be answered in keeping with what he had learned from the public and that his company's national advertising was then telling the public.

Thus he completed the sales, sales promotion, and advertising circle, with the public and the salesmen both working on the dealer and the dealer working on himself—and he found his plan by looking into his company's relationship with its public.

Another large beverage company became interested in the homes of America as a market.

The advertising manager began studying the home consumption of beverages. He found that certain local beverages had made headway in this market, and that the housewives were receptive provided sales distribution and consumption of the product were made convenient. He found that his company's package of twenty-four bottles in a wooden case would not be accepted. He found that his company's product was not thought of in connection with food. He found in his advertising there was no peculiarly feminine appeal.

The result was a handy home package of six bottles. Work in laboratory kitchens found foods that fitted the flavor of the product. An authority on entertaining developed a book dealing with every phase of home entertainment to appeal to the women.

The important point is that in a search for an advertising message there was found, in the relationship of this company to its public, facts which resulted in a new package, a new sales story, and a new sales promotion story, and new advertising.

### ***An Idea for Advertising a Higher-Priced Truck***

My last example is that of an advertising manager of a company manufacturing a motor truck selling at a somewhat higher cost than that produced by most of his competitors. It was felt that the only convincing story lay in endurance and decreased cost of operation over a long period of time. On the other hand, the only examples of this economy that could be cited in advertising or by salesmen were secured from the records of various companies owning these trucks, and other truck companies could easily answer with the records of their users.

It was something of a dog fall. In an effort to strengthen his advertising this man decided to canvass the owners of his product throughout the country, and to maintain definite records on their results.

He selected every truck operator  
(Continued on page 77)

June 2, 1932

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# 1,230,000 CONSUMERS *in a 50-Mile Area*

**A** SEMI-CIRCLE about Milwaukee at a distance of 50 miles encompasses only 11 per cent of Wisconsin's area...but in this area live 1,230,000 consumers...*more than in any one of sixteen entire states.*

This compact market makes retail purchases of more than \$600,000,000 annually...more than the retail business in any one of twenty-eight states. Only eleven markets offer more sales. Only six of those offer more buying power per capita...and few offer an advertising opportunity to equal the thorough, economical, one-paper coverage provided by The Journal in Milwaukee.

## THE MILWAUKEE JOURNAL

**FIRST BY MERIT**

COVERS MORE THAN 80% OF THE BUYING POWER IN GREATER MILWAUKEE

# When the sun shines again *who'll be in the shade?*

**S**OMETIME the dark clouds of depression will roll past. Sometime men will go back to work, houses will be built, merchandise will be bought, bills will be paid.

Sometime the sun will shine again. And when it does, who will be left in the shade?

New leaders are already arising in America. Some of the men who held the reins before 1929 are letting their leadership go by default.

Whoever said "eternal vigilance is the price of success" knew that eternity must encompass bad times as well as good.

There are businesses which are actually prospering today. Some of them are better off than they were in the so-called boom days.

Tomorrow they will be ready to step into the lime-light. Tomorrow America will pay homage to new leaders — leaders who have accepted today's challenge, who have worked and schemed to forge ahead while others were content to wait for the storm to blow over or, at most, raise a protective umbrella.

Right in our own agency we have a number of clients who are not familiar with the smell of red ink.

RU

Chica

They haven't waited for the sun to shine in order to make hay. They haven't marked time. Instead, they have fought every inch of the hard road since 1929. And they have been rewarded.

Their volume of business and their earnings have *increased* during the last three years. They are in widely diversified lines: such things as drug store products, grocery products, hotels, farm commodities, among others.

Luck? Hardly, when in almost every case the industries they represent, as a whole, show losses.

Magic? Perhaps... if there is magic in the aggressive sales policies and sound advertising which have assured these concerns their place in the sun when the clouds roll by.

The kind of advertising these new leaders have used to make money during the thrifty 'Thirties is the kind of advertising that will show results under any conditions.

The ground they have gained during depression will not be lost when buying habits loosen up again.



**RUTHRAUFF & RYAN, INC.**

*Advertising*

New York: 405 Lexington Avenue

Chicago: 360 N. Michigan Ave. St. Louis: Arcade Bldg.

# Henry Ford—Social Philosopher

More Than 200 Newspapers Are Carrying Motor Man's "Back to the Land" Message

IN more than 200 daily newspapers this week Henry Ford has turned from advertising automobiles to advertising his social philosophy. The first of a series of three messages appeared on Monday to be followed by two others on Wednesday and Friday. In a few cities the advertisements are on a Tuesday, Thursday, Friday schedule.

"Back to the land" is the substance of Mr. Ford's suggestion for the amelioration of present conditions. In his first advertisement he characterized current conceptions of organized charity as the "most barbarous thing in our system, with the possible exception of our prisons."

Furthermore he pointed out that even at the low point of factory volume, his company has continued to employ tens of thousands of persons. According to a Detroit dispatch to the *Wall Street Journal*, a considerable proportion of the \$53,586,000 reduction in surplus of the Ford Motor Company last year represented money spent to keep men employed when volume of business warranted drastic layoffs.

## Work That Had to Be Scrapped

In the Dearborn plant of the company Mr. Ford says that the lowest point of employment was 40,000 and it is reported that this involved the production of some 200,000 costly parts that had to be scrapped at a loss of many millions. The company continued the manufacture of these parts right through the time when the development work on the new Ford eights was in progress, work which obviously meant the scrapping of much material then in manufacture.

All the Ford non-profit work, such as hospital, museum, trade schools and the Edison Institute of Technology, has been kept going at full volume. Such expenditures for labor figured in the com-

pany's losses for the year but contributed nothing to the output of salable volume.

Last year Mr. Ford revealed his plan for putting men to work on the land and told how he was giving workers an opportunity to raise enough food to feed themselves. It is the philosophy propagated at that time which is now being expanded in his three advertisements.

## Mr. Ford's Second Message

In his second message Mr. Ford turns from discussing the futility of charity and other forms of unemployment relief to a more detailed discussion of his "back to the land" ideas.

"The land!" he says. "That is where our roots are. There is the basis of our physical life. The farther we get away from the land, the greater our insecurity."

He adds that no unemployment insurance can be compared to an alliance between a man and a plot of land. He brings out strongly that he doesn't look upon this alliance as something temporary, a stop-gap until prosperity returns. He thinks that it should be a permanent development that will not compete with the farmer because—and here Mr. Ford comes dangerously near sophistry—what he suggests does not deprive the farmer of a market since the people who would be growing their own food would not be heavy customers of the farmer and, were they thrown on the State, would add to the farmer's tax burden.

In his final message Mr. Ford amplifies his theme and brings forward the thesis that industry must use the farm far more than it ever has, that it must turn to the land for many raw materials as an annual crop whereas today it is eating up many of the products of the land faster than they can be produced.

He closes his talks with the



## No dishes used!

Without the use of premiums, contests or high pressure circulation schemes, The Des Moines Register and Tribune has built a remarkable statewide circulation of

245,241 Daily

217,418 Sunday

A. B. C.



## The Des Moines Register and Tribune

Iowa, with a per capita wealth of \$4,322, national average \$2,677 (latest National Industrial Conference Board figures) is an outstandingly rich market. Read in every city, town and village in the state, The Register and Tribune is the most effective way to reach Iowa's tremendous purchasing power.



heartening message that the industrial age will go on to greater heights of security based on the foundation of a true understanding of what the land can give humanity and industry.

Mr. Ford's assumption of the role of social reformer is not new. His first spectacular message from an economic pulpit came many years ago with his announcement of his famous minimum wage doctrine. With the Peace Ship he again floated into the public eye and later occurred his anti-semitic campaign. Never before, however, has he used paid advertising space to such an extent to spread his doctrines before the people.

In the meantime his advertising of the new Ford car is held in abeyance. Reliable reports have it that production is still far behind demand although deliveries are now being made with increasing rapidity. Ford dealer advertising is picking up momentum as dealers begin to see delivery dates in sight. For instance, last week a Connecticut dealer advertised for Memorial Day business and others throughout the country have been keeping the new Ford in the consumer mind through newspaper advertising.

The company's material purchases in April totaled \$17,800,000 against \$12,900,000 in March and \$11,300,000 in January.

### W. J. McDonald with "Time"

*Time*, New York, has established a New England advertising office at Boston with William J. McDonald, formerly of Sweeney & McDonald, publishers' representatives, Boston, in charge. The new office will be located at 1011 Statler Office Building.

### Bowers Agency Elects Raymond Levy

Raymond Levy has been elected vice-president of the Thomas M. Bowers Advertising Agency. His headquarters are at the New York office.

### Wilbar Adds to Staff

Leo M. Rogers has joined the Wilbar Photo Engraving Company, New York, as a member of the sales force. A. P. Hermann has also joined the Wilbar company as sales representative in New Jersey.

### F. W. Giesel Advanced by Scripps-Howard

Frederick W. Giesel, for the last year Western manager, at Chicago, of the national advertising department of the Scripps-Howard Newspapers, has been promoted to the business managership of the Akron, Ohio, *Times-Press*.

Edward B. Nolden has been appointed to succeed Mr. Giesel as Western manager of the Scripps-Howard national advertising department. He has been with the Chicago office for more than five years.

### C. C. Younggreen, Vice-President, McJunkin Agency

Charles C. Younggreen, until recently vice-president in charge of the Chicago office of the H. E. Lesan Advertising Agency, Inc., has merged his interests with the McJunkin Advertising Company, Chicago advertising agency. He will be a vice-president of that organization. Mr. Younggreen is a former president of the Advertising Federation of America.

### The Clements Company, New Philadelphia Business

A new advertising business has been formed at Philadelphia under the name of The Clements Company by Isaac W. Clements, R. W. Bugbee and E. D. Masterman, all formerly with the Roden-Clements Company, Philadelphia advertising agency. Offices of the new business are located in the Horn Building.

### To Handle Eastern Advertising of Silent Glow Oil Burner

The Silent Glow Oil Burner Corporation, Hartford, Conn., has appointed the Charles W. Hoyt Company, Inc. to direct its advertising in the East. Gale & Pietsch, Inc., Chicago, will continue to handle the Western advertising for this account.

### Encyclopaedia Britannica to Charles Daniel Frey

Effective with its fall campaign, the advertising account of Encyclopaedia Britannica, Inc., New York, will be handled by the Charles Daniel Frey Company, Chicago advertising agency.

### "American Agriculturist" to Appear Bi-Weekly

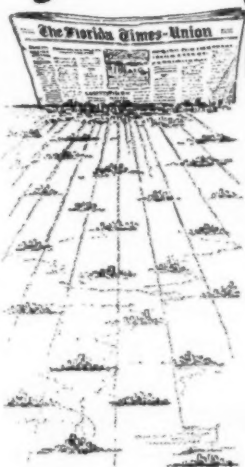
The *American Agriculturist*, New York, formerly published weekly, will appear bi-weekly beginning with the issue of June 11.

### Has Toastmaster Account

The Waters-Genter Company, Minneapolis, manufacturer of Toastmaster automatic toaster and Wafflemaster, has appointed the Dollenmayer Advertising Agency, Inc., of that city, to handle its advertising account.

Pull

# ....ORDERS CAME FROM 145 CITIES



**A** JACKSONVILLE Department Store used an 8-page section in The Florida Times-Union on Sunday, May 1st, to advertise an Annual Sale.

Local response was immediate and satisfactory. And from 145 cities in Florida and South Georgia came a huge and profitable mail demand for the goods advertised.

*Action* from the local market *and* from a big and responsive (orders came from 145 cities) trade territory . . . that's what the Times-Union means by PULL. That is why the Times-Union is called "Florida's Foremost Newspaper."

**The Florida Times-Union**  
JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.  
New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco





HEBER H. DRUMH  
MANAGER

## DIXIE POULTRY FARMS Brenham, Texas

May 13, 1932.

The Oklahoma Farmer-Stockman,  
Oklahoma City, Oklahoma.

Gentlemen:

In tracing our records we find that we have been carrying an ad in The Oklahoma Farmer-Stockman since 1928. The reasons for carrying an ad in each of your issues since 1928 are the effective and profitable results it has produced.

By keeping a record of the number of inquiries produced by each paper, and the amount of cash realized from such inquiries, we find that your paper ranks very high. In fact, the results have been so gratifying we expect to continue to carry an ad in your paper for the coming season of 1933. Unless a paper keeps producing a profit for us, we discontinue same and at this time we wish to congratulate you on the fact that your paper has shown us a substantial profit each year since 1928. This fact proves conclusively to us that the subscribers of the Oklahoma Farmer-Stockman are good substantial farmers and of the class of buyers we wish to sell to.

Yours very truly,

DIXIE POULTRY FARMS

By: H.H. Drumh

• he knows how  
to get **SALES!**

THIS letter, by a man who knows his selling in the rural Southwest, does not represent an unusual experience for those who use Oklahoma Farmer-Stockman advertising.

In fat years or lean, business can always be had down here from the 203,362 good farm families that make up a dependable market.

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**FARMER-STOCKMAN**  
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# Why and How We Dramatized Our Sales Policies for Dealers

A Rapid-Action Play Builds Confidence in Goodrich's Knowledge of Retail Problems

By C. B. O'Connor

General Sales Manager, Tire Division, The B. F. Goodrich Rubber Co.

**O**UR first line sales increased 25.9 per cent in the first three months of 1932 over the same period last year. This gain in a large measure is attributed to increased confidence, on the part of our sales force and dealer organization, in the Goodrich company, its executives, its products and its policies.

In the last two years, and more specifically in the last several months, we have devoted much effort, time and money to building up this confidence.

By extensive product innovation we disclosed a definite ambition to provide new sales stimuli.

Chiefly among our new products are the Safety Silvertown, a completely new first line tire; Color-weld Silvertowns, embracing hued sidewalls; Flying Silvertowns of low-pressure design, and Zero-Pressure tires for tractors.

With the introduction of these new products we went back to an age-old method—the drama—to convey our 1932 sales policies to our field organization and to stimulate confidence.

We selected an old tune for our theme, but set it to new words.

The story was simple. An all-but-defunct tire dealer who made money in a seller's market, but who was unfounded to meet present-day merchandising conditions, was taken as the subject.

Johnson, the tire dealer, refused advice of his banker. His shop was disorderly and his merchandise was second line. His sales attempts were hopeless and ridiculous.

The first act disclosed all of Johnson's shortcomings and built him up as a perfect prospect for an able wholesale salesman. An idea of how not to sell was portrayed by a competitive wholesale salesman in the same act.

The second act was devoted to the salesman's job. Madison, a Goodrich representative, broke down Johnson's resistance by impressing him with the necessity of



C. B. O'Connor

good and complete lines of merchandise, store identification, advertising, systematic operation and sales education.

Johnson's six months' experience with an outstanding line of merchandise, his attention to operating detail and his education through the Goodrich sales course are reflected throughout the final act.

Our own personnel was utilized for the cast and in following a general outline of the show's theme the actors put much experience and individuality into the script. There was much humor, all characteristic of tire merchandising, injected throughout the show. The merchandising story overshadowed the humor, however, keeping the presentation highly instructive as well as entertaining.

After presenting "The Play Without a Name" (a cash award



*Act III—The Regenerated Service Man Demonstrates Sound Tire Salesmanship*

will be made for the best suggestion for a name) to company salesmen in Atlanta, New York, Akron, Chicago and Los Angeles with considerable success, we tested it as a means of dealer education. More than 300 Southern California dealers advised us that the presentation was ideal for their organization.

We then put the show on the road for seven more weeks, making it a definite part of one-day dealer conferences in twenty-one additional cities in the East, South and Middle West.

The schedule was arranged to give the conference group two days in each city—one for the erection of scenery and equipment and to make preliminary contacts, and the other for the conference, itself. The morning program included talks on product innovation, technical subjects, merchandising and advertising. The afternoon program was comprised entirely of the show, which lasted about two and one-half hours.

Product displays lined the conference halls, showing comparison of Goodrich products with other brands and substantiating morning talks and projected photographs.

All attendants at the sessions registered, providing our salesmen with a list of enthusiastic prospects, none of which was approached until after the conferences.

Cities were selected to cover as much territory as possible in the specified time and to reach as many dealers as possible with the least travel and expense to the dealer

organization. Maximum distances in most cases were 200 miles.

Invitations were issued well in advance by me to our own organization and to a selected list of business officials in each conference locality. These were followed by postal card reminders from division or branch managers with return cards. Branch managers followed up with telephone checking and our salesmen who had witnessed the show previously contacted the field organization personally and by telephone to intensify interest.

In many cases the salesmen accompanied dealer groups to the conferences.

In each city the attendance exceeded our anticipation, in the larger districts running as high as 800.

Results from both sales and dealer conferences were enthusiastic and immediate, as reflected in new accounts, increased use of merchandising material, and an emphatic increase in sales. (Goodrich first line sales increased 25.9 per cent in the first three months of 1932 over the same period last year.)

Our salesmen are more eagerly greeted by dealers and are provided with a definite and common understanding upon entering the retail store. Our salesmen find new interest in every line of dealer endeavor—more orderly stores, systematic operating methods, more aggressive and more intelligent sales efforts, and greater confidence in the institution, its products and its policies.

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We definitely established in the minds of our dealer organization the fact that we, as a manufacturer, know the problems of the retailer and that sales research, as well as technical research, is an important phase of the parent company.

That is why we say with some degree of satisfaction that a rapid-action play outlining sales obstacles and how to meet them is an effective means of spurring sales efforts.

Certain stipulations are made by those who directed the dramatic efforts of "The Play Without a Name." The actors should be selected from the organization's own personnel and in major parts should play roles associated with their daily endeavor. They should be recognized as having outstanding ability in their own field and should be permitted, to some extent, to develop their own lines and individuality.

The drama should be true to life in every respect. If, as in the case of the Goodrich show, the business to which it is applied is a "rough" business, the drama must so depict it. There must be humor without impairing the serious message, and there must be sufficient continuity to sustain interest.

The mechanics of the presentation were not involved. Knowing that we would exhibit in hotel ballrooms, our stage technicians were instructed to design all equipment that it might be transported in hotel elevators and adjusted under extremely difficult situations.

Selection of conference rooms was made by district representatives according to detailed instructions as to size of room to accommodate anticipated crowd, height of ceiling, stage facilities or option of building platform within ballroom, proper electrical requirements, acoustics and management co-operation.

Our technicians, assisted by branch or hotel employees in each city, unloaded the scenery and transported it to the hotel ballroom or auditorium where the presentation was scheduled.

Several hours were required for

setting up the scenery on a stage previously built to specification. The setting was used, with a curtained background, for the morning conference session and during the lunch hour was reset for the show.

Upon completion of the performance slightly less than two hours was required to strike the scenery and reload on the special baggage car.

All traveling of the troupe, technicians and speakers was by special Pullman and usually at night. One of the troupe members managed transportation in addition to playing a part in the show. All other members of the cast performed additional duties such as operating projectors for the speakers, assisting in chart and product arrangement, hotel reservations, stage management, direction of the show and publicity, providing utmost economy in every phase of operation.

### Join Hampton, Weeks & Marston

A. L. Reinitz, formerly director of advertising and sales promotion of the Peerless Motor Car Corporation and assistant advertising manager of the Studebaker Corporation, has joined the staff of Hampton, Weeks & Marston, Inc., New York advertising agency, as an account executive.

C. H. W. Ruprecht, for fourteen years an account executive with the Erickson Company, has also joined the Hampton, Weeks & Marston agency as an account executive. Most recently he has been vice-president of LaPorte & Austin, Inc., New York advertising agency.

### Changes on Staff of Williams, Lawrence & Cresmer

J. E. Cresmer, manager of the Los Angeles office of Williams, Lawrence & Cresmer, publishers' representatives, has been transferred to the Chicago office.

R. A. Claypool, who has been with the Los Angeles office of Williams, Lawrence & Cresmer since its establishment three years ago, has been appointed to succeed Mr. Cresmer as manager of that office.

### Lawrence Brickert with San Francisco "News"

Lawrence Brickert, formerly space buyer for the San Francisco office of the J. Walter Thompson Company, has joined the staff of the San Francisco News. His work will be in connection with the promotional activities of that paper.

# Angles on Space Buying

An Art Balanced Between Over-Caution and Over-Enthusiasm

By C. M. Daniell

Space Buyer, The Cramer-Krasselt Co.

IT is axiomatic that each marketing operation offers a new set of individual problems. Some of these may have been encountered; some may be new; seldom are they duplicated on two accounts, however closely related.

In selecting media to carry the



message of a given client, the factors of selection should be closely paralleled to the client's requirements. Because of the rapidly changing picture, it is necessary that methods of approaching the selections be kept flexible and susceptible of quick adaptation.

Over a long enough period to prove its practicability, we have been using a system of cross ranking which considers every factor influencing the choice of a publication. Each factor is reduced to numerical rank, a common denominator being used for the preliminary rating. As a result the selection is based on mathematics rather than upon human frailty; thus are omitted all personalities, all personal preferences or prejudices. And, from the broad standpoint, selections thus determined offer the client maximum desired coverage at minimum cost, with greatly reduced waste or duplication.

Now, with the advertising dollar being stretched to afford the most-for-least, it is essential that media be selected coldly, analytically as never before. As publishers find some appropriations decreasing, it is natural for them to put forth every effort to hold the old account and secure the new. It is obvious that space buying has a new responsibility—must guard against recommendations influenced by emotion rather than reason. Intelligent space buying is an art finely balanced between over-caution and over-enthusiasm, with much hard work between!

## Comic Weekly Corporation Changes Name

The name of The Comic Weekly Corporation, which was recently organized at New York to sell space in the comic sections of a group of newspapers, has been changed to the Comic Section Advertising Corporation. The change has been made to describe better the business of the corporation.

## F. J. Brown Returns to Bastian Brothers

Frank J. Brown, for twelve years with Metal Arts, Inc., as sales manager, has again become general sales manager of the Bastian Brothers Company, Rochester, N. Y., a position he held prior to 1918.

## Addressograph-Multigraph Acquires Set-O-Type

The Addressograph-Multigraph Corporation, Cleveland, has acquired the Set-O-Type Company, Dayton, Ohio, manufacturer of automatic type-setting equipment. The Addressograph-Multigraph company will continue the manufacture and sales of Set-O-Type equipment and supplies.

## Milwaukee Agency Incorporates

The Gustav Marx Advertising Agency, Inc., has been incorporated by Gustav Marx, H. Marx and G. Marx at Milwaukee. The corporation succeeds a partnership of similar name. Offices are now at 125 East Wells Street.

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# IN THE BIG FOUR

*It's*

## THE CHICAGO DAILY NEWS

In four out of five of the major advertising classifications, The Chicago Daily News stands at the head of the Chicago daily newspaper field.

**FIRST IN RETAIL . . .** the advertising of Chicago merchants . . . by an ever-widening margin.

**FIRST IN GENERAL . . .** reflecting the satisfactory experience of a large number of important national accounts.

**FIRST IN AUTOMOTIVE, and  
FIRST IN CLASSIFIED . . .**

And, of course, first in the Chicago daily field in the total of all advertising. In Chicago, it's The Daily News that sells the merchandise. Ask the Big Four.



## THE CHICAGO DAILY NEWS

GEORGE A. McDEVITT CO.

National Advertising Representatives

NEW YORK

CHICAGO

PHILADELPHIA

DETROIT

SAN FRANCISCO

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# A Coupon That Gets Specific Data

It Also Increases Number of Products in Which Prospect Is Interested

**T**HE Oliver Farm Equipment Company sells a full line of farm equipment. Although it uses a large list of farm papers, it is impracticable to devote a separate advertisement to each item.

Consequently, a plan was worked out which would enable the company to advertise a number of its products in each advertisement by means of a coupon. The major tools in the line are featured in the copy of the advertisement itself. A large coupon at the bottom contains small illustrations of current selling, light-line tools, as well as some of the other heavy-line units.

This coupon is changed to fit the different territories covered by the farm papers used and to fit the season. Thus, in the coupon the company is always able to feature current selling tools as well as those which are seasonable sellers at the time the advertising appears.

The plan has worked out most satisfactorily. The advertiser reports that it is surprising how many farmers will clip the coupon from the advertisement and check off various tools in which they are interested. In each advertisement the address of the branch house in the territory served is given. Each branch keeps a careful record of inquiries received, and at the same time checks out the actual resulting sales.

"While we do not care to disclose actual figures on the number of inquiries received and the num-






ber of actual sales made as a result," says Bert C. King, publicity manager, "we are perfectly frank in telling you that we consider the results exceptionally good."

"I particularly recall an advertisement run in one of the papers which drew a total of 171 inquiries,

Check in the square opposite the tool that interests you—fill in your name and address—clip the coupon and send to OLIVER FARM EQUIPMENT SALES CO., 3-5 Jones St., Rochester, N. Y., 1480 Mayflower St., Hamburg, Pa.

Name \_\_\_\_\_

R.D. \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_

 <input type="checkbox"/> 10-40 Tractor <input type="checkbox"/> 10-55 Tractor <input type="checkbox"/> New Case Tractor <input type="checkbox"/> New Case Equipment	 <input type="checkbox"/> 15 x 20 <input type="checkbox"/> 15 x 40 <input type="checkbox"/> 15 x 50 <input type="checkbox"/> New Tractor
 <input type="checkbox"/> Fertilizer Drill <input type="checkbox"/> One Drill <input type="checkbox"/> New Drill <input type="checkbox"/> Green Seed Drill	 <input type="checkbox"/> 2 Row <input type="checkbox"/> 3 Row <input type="checkbox"/> Big Row <input type="checkbox"/> Heavy Case Plow <input type="checkbox"/> Fertilizer
 <input type="checkbox"/> Mower Sweeder <input type="checkbox"/> Plow Dragger <input type="checkbox"/> Case Pulverizer <input type="checkbox"/> Orchard Tools	

How the Oliver Farm Equipment Coupon Makes It Possible to Feature a Number of Items

each one of which checked off an average of three tools, giving us prospects for the sale of over 350 farm machines. That same branch reported back, giving us an exceptional number of resulting sales.

"A similar advertisement appeared in January, which drew eighty-three replies, and another advertisement in the same paper in February drew 105.

"The average the whole country over runs exceptionally high. The plan, in our particular instance, we feel will be most suitable considering the commodities we sell and the territories we cover."

## K. C. Clapp Joins "Home Ware"

Kenneth C. Clapp, formerly editor of the *Furniture Record*, Grand Rapids, Mich., has joined the editorial staff of the Retail Ledger Publications, Philadelphia, as managing editor of *Home Ware*. William N. Taft continues as editorial director of the *Retail Ledger* and *Home Ware*.

## New Account to Charles Daniel Frey

The Elgin American Manufacturing Company has appointed the Charles Daniel Frey Company, Chicago, to direct its advertising account. Plans are being made for the promotion of a line of enameled accessories for the dressing table, including compacts, lipstick holders, cigarette cases and lighters.

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# FIRST

*in home delivered circulation*

**and**

# LAST

*in street sales*

Over 96 per cent of The Indianapolis News *total* circulation is *delivered to the home* of its readers by carrier. The News is the only Indianapolis newspaper that meets the requirements of the A. B. C. for home delivered circulation by Carriers (Regular) in the city area. Only 4 per cent of its city circulation is Street Sales . . . as against 15 per cent and 21 per cent respectively for the morning and other evening Indianapolis daily.

THE  **INDIANAPOLIS NEWS**

New York: DAN A. CARROLL, 110 E. 42nd St.

Chicago: J. E. LUTZ, Lake Michigan Bldg.

# Marylanders Are Buying More and More Automobiles



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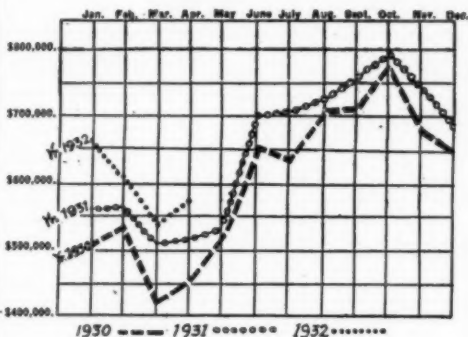
The Sun

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# d Gasoline...

## Receipts--Maryland Gasoline Tax Month by Month: Jan. 1930--Apr. 1932



Up and up goes gasoline consumption in Maryland.

Each month receipts from the state gasoline tax show an increase over the corresponding month of the year before.

For April, 1932, the gasoline tax amounted to \$575,113, an increase of \$56,390 over April of last year—a gain of more than 10 per cent.

These facts and figures present further evidence that business in Baltimore and Maryland is above average.

And, as most advertisers already know, Baltimoreans and Marylanders are most readily reached through the advertising columns of The Sunpapers—morning, evening and Sunday.

**The Sunpapers in April • Daily (M & E) 292,531**

# THE



# SUN

**MORNING**

New York: John B. Woodward, Inc.  
San Francisco: C. Geo. Krogness  
Detroit: Jos. R. Scolaro

**EVENING**

Chicago: Guy S. Osborn, Inc.  
Atlanta: Garner & Grant  
St. Louis: C. A. Cour

**SUNDAY**

NEWS	Department Store Space	59%	
NEWS	Grocery Stores, Food Products	56%	
NEWS	Drug Store Space	76%	
NEWS	Foot wear	42%	
NEWS	Furniture Space	53%	
NEWS	Men's Wear Space	56%	
NEWS	Women's Wear Space	64%	

Other Three Papers  
Divide the Balance

*How Advertising Was Placed in Detroit Newspapers First 4 Months of 1932*

## Detroit Merchants Know Which Paper Brings Them Most Business!

DETROIT merchants, like all others who have weathered this storm, are shrewd business men who want utmost value for every advertising dollar they spend. They have learned from experience that they get that only from The News.

And there is a very definite reason why this is so. 76% of the great week day circulation of The Detroit News is actually home delivered by bonded carriers who deliver no other newspaper. 81% of its Sunday circu-

lation, too, is distributed in Detroit and the local trading territory.

This unique concentration of circulation enables advertisers to reach not only the greatest number of all the homes in America's fourth market through The News, alone, but also 80% of the homes in the upper middle-class districts, and as high as 90% of the homes on the best streets in the city.

And, that's why Detroit merchants show such a decided preference for The News.

## The Detroit News

Chicago Office  
J. E. LUTZ

THE HOME NEWSPAPER

New York Office  
I. A. KLEIN, Inc.

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# The "Pay-Day Horde" Again

There Are Numerous Activities of the Government Which Are Not Only Useless but Burdensome to the Taxpayers

WASHINGTON, D. C.

Editor of **PRINTERS' INK**:

A Federal employee speaking. Before me lies your interesting editorial of May 5, 1932 (page 96) entitled "Pay-Day Horde."

Yesterday, after having spent my luncheon period plus my own personal funds in a trip to a local newspaper office for back numbers of the paper for clipping purposes, material needed in a study I am making, and having spent the entire evening at the Library of Congress (going direct from work) in further research work for the Federal Government, I arrived home at 10 p.m., dinnerless and weary, to have your editorial stuck under my nose by an infuriated office colleague who is a subscriber to **PRINTERS' INK**.

I quote—"Here is the department of such-and-such, where on payday a horde of office parasites come out of ingenious hiding places." I am wondering if it is not my own Department to which Mr. Bowles makes reference.

The facts are as follows: It is a

IT is difficult to criticize Governmental wastefulness and sloth without offending the sensibilities of conscientious and useful Federal employees of whom our correspondent is undoubtedly one. Just because a person is working for Uncle Sam—even though he obtained his job through political drag—is no reason *per se* why he should be dubbed a more or less useless member of society.

No person with even rudimentary reasoning powers is going to question the reasonableness and necessity of having many thousands of employees in the great business of running the Government.

But the point we sought to bring out in the editorial to which Miss Blaisdell takes such pronounced exception and the point we reaffirm with emphasis here is that through the dubious workings of politics the so-called "pay-day horde" is much greater than it has reason to be. Thus, and not necessarily through any inherent fault of their own, these superfluous and useless employees are in effect parasites feeding off a sadly over-burdened country. The people who pay the bills are the ones who have a right to complain. If they would use

large department where system is paramount.

In order to expedite payment of the "horde" with minimum of lost time and confusion, the paymaster on pay days is stationed in the corridor near each section (each section is served separately) with an armed guard in attendance. The clerks are not called from their desks until everything is in readiness when they line up and pass in orderly formation, sign their names, and receive their pay envelopes.

Apparently the gentleman from the Alexander Hamilton Institute made his survey from the corridors—naturally he would have no occasion to visit the offices where behind closed doors the vast majority of clerks would be found *hard at work*. \* \* \*

**PRINTERS' INK** has been my business Bible. I have accepted its statements and its viewpoints without question. But now I am **WONDERING**. \* \* \* Were the Prophets and the Apostles to fail me I could not be more bewildered. \* \* \*

GERTRUDE G. BLAISDELL.

more forcefulness and intelligence in making these complaints the necessity of correcting some almost unthinkable abuses would in time permeate even the slowly working understanding of Congress.

There are numerous activities of the Government that are very plainly continued because members of Congress have not the moral courage to throw people out of perfectly useless jobs that are almost wholly destructive in their effect.

For example, Charles R. Crisp, acting chairman of the House Ways and Means Committee, made a radio speech a few weeks ago in which he declared that two Federal bureaus founded during the war are still flourishing even though the war ended thirteen years ago.

And then there is the Federal Trade Commission—a useless appendage of the Government as at present conducted if there ever was one. Truly an expensive luxury—expensive to the taxpayers, that is, and luxurious to the job holder.

There are also Government seeds that will not grow, that are sent to people who do not want them and do not try even to make them grow.

Congressman E. W. Gibson of

Vermont wrote to a town clerk in that State asking for the names of dog-owners to whom licenses had been granted. He wanted to send them "a number of bulletins" on how to take care of a dog. The town clerk replied that most people had eaten their dogs so as to save money to pay taxes. Another expensive booklet issued by the Government contains elaborate information about radio conditions in Asia and Oceania! Employees are needed to prepare and print these bulletins and still more employees to mail them.

We could go on of course to the extent of several pages enumerating activities of the Government which are not only useless and burdensome but that constitute a rank injustice on the people who have to pay for their upkeep.

One prominent corporation official hits the nail on the head when he tells PRINTERS' INK: "I have no objection to the Government conducting all these extra-special activities if it can sell them to the public at the cost of production, just as we manufacturers must do with the things we produce. I do object to being heavily taxed for a lot of things I don't want and, at best, are of use to only a very limited group."

Why did Miss Blaisdell's superior order her to spend a dinnerless evening of research at the Library of Congress? Let us hope that it was some more useful errand than investigating the habits of pussy-cats or the radio tastes of the Hottentots.—[Ed. PRINTERS' INK.]

### J. W. Kenney with "Herald and Examiner"

J. W. Kenney, circulation manager of the *Boston Record* and the *Boston Sunday Advertiser* for the last year and for many years connected with Hearst Newspapers, has been appointed circulation manager of the Chicago *Herald and Examiner*.

### R. S. Tibbals Returns to Quaker Lace Company

Roy S. Tibbals has resumed the duties of publicity director, in charge of advertising, for the Quaker Lace Company, Philadelphia. He will make his headquarters at New York.

## Death of Frank B. White

FRANK B. WHITE, one of the old guard of agricultural advertising, died at Chicago on May 25. He was an advertising pioneer of more than forty-one years' standing. Throughout that period he had specialized in the farm market and he was an important factor in the early development of that branch of advertising.

During most of his career Mr. White was connected with the advertising agency end of the business. In 1891 he started the Frank B. White Company, which originally represented a list of farm papers. This organization in time evolved, as did other publishers' representative businesses of those days, into an advertising agency. After resigning his partnership in that agency, Mr. White in 1903 formed White's Class Advertising Company, which was one of the first agencies to give attention to the problems of the small advertiser.

Later he was with N. W. Ayer & Son for a number of years and from 1915 to the end of 1920 he was executive secretary of the Agricultural Publishers Association. In 1921 he established and became president of the Frank B. White Company.

Mr. White was one of the original members of the executive board of the Chicago Advertising Council and before that he was connected with the activities of the old Chicago Advertising Club. Born at Mount Carroll, Ill., he was seventy years old at the time of his death.

### H. W. Allen Leaves Wichita "Eagle"

H. W. Allen, for the last several years advertising director of the Wichita, Kans., *Eagle*, has resigned. He was formerly with the advertising staff of the *Houston Post*.

### Ewing Hutchinson Appointed

The Ewing Hutchinson Company, publishers' representative, Chicago, has been appointed advertising representative in the Middle Western territory for *The Scholastic* and *The Scholastic Coach*.

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# Intensifying the Old Copy Theme for 1932

Pennsylvania Grade Crude Oil Association Continues Its Story—But with a Specific Twist

"HOW do you explain to customers that a motor oil, refined from Pennsylvania crude oil is worth a few cents more a quart?" This question was put to the operator of a filling station along the Boston Post Road recently, in the course of a survey being made for the Pennsylvania Grade Crude Oil Association.

"Why, I just tell 'em it's oilier," he replied.

In that laconic answer lay precisely the expression that those in charge of the association's advertising were seeking for the purpose of giving a specific twist to its new campaign. Since the association began advertising several years ago, the story of Pennsylvania Grade Crude Oil has been presented by playing up the fact that Mother Nature, in creating the crude oil that comes from the Pennsylvania field, showed favoritism and gave this crude oil properties which other crudes did not possess.

These properties reach their nearest definition in the term "oiliness," as used technically in the industry. "Oiliness," as explained by a recognized technician, is "that property of one lubricant that makes it give a lower coefficient of friction, particularly at high load and low speed, than another lubricant of the same viscosity." This was all right as a definition for those in the oil industry, but for advertising—a bit learned and a bit long. What was needed for advertising purposes was some expression or some method of crystallizing this wordage and its significance for the benefit of the

non-technical average motorist.

Therefore, when the filling station operator said: "I just tell 'em it's oilier," he, in all probability, was not thinking in terms of "lower

## HE STORMED AT HIS REPAIR BILLS...



It shows, really, really, one rather job after another and when he finished, when a single line shows of that we have checked. Think about it and you begin to get something. Because your lubrication means your motor smooth and runs your place.

The fact is, that oil refined from 100% Pure Pennsylvania Grade Crude is really better than others. The smooth oil, just as it flows from the wells, is richer and more slippery than other crudes. Nature blessed it with a viscosity that lubricating ability. In refining, all the natural advantages of the crude are preserved and fixed in the specific grade of your choice.

The oilier oil fights heat on its valves and oil pans.

In fact, all the power behind your piston, where all of it runs work. Your engine has

more power. More gas. More go.

Your engine lubricates, sure! You don't have to add or change oil nearly so often. And your motor is fully protected from oil failure—oil burning, oil loss, oil sludge, oil valves and pistons which cause big bills.

For protection, economy and smoothness, demand—and get—oilier oil, a 100% Pure Pennsylvania oil.

THE ASSOCIATION: 75,000 Worth of Information on "Oilier Oil" will help you avoid repair bills. Write for it today—see Pennsylvania Grade Crude Oil Association, Dept. B-2, Oil City, Pennsylvania.

The entire amount of the oilier oil is made up of pure oil. It is guaranteed that the oilier oil is made up of pure oil. The Pennsylvania Grade Crude Oil Association, Dept. B-2, Oil City, Pennsylvania.

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## PENNSYLVANIA GRADE Crude Oil Association

AN ORGANIZATION EMBRACING PRODUCERS, REFINERS AND MARKETERS OF HIGH GRADE 100 PER CENT PURE PENNSYLVANIA CRUDE OIL

One of the New Pennsylvania Grade Crude Oil Association Magazine Advertisements on the "Oilier Oil" Theme

coefficients of friction" or "viscosity" but he did hit upon a term understandable to the man who drives into his place to have his oil changed.

As a result, the expression "oilier oil" will be featured in the association's new campaign which started last month and which will use weekly magazines, farm papers, and business papers.

The objective of this association, which is composed of more than 1,200 members including producers, refiners, marketers and jobbers, is to promote the sale of oil refined from 100 per cent pure Pennsyl-



vania Grade Crude Oil. All of its advertising thus far has been presented around the blessed-by-Nature angle previously mentioned. Beginning with the new campaign, a change—or rather what might be called an intensification of this idea—has been made to meet the demands of today. Any product that sells for a few cents more than other products in its field at present must meet the challenge of 1932 which asks: "What are your reasons for charging more?" This challenge is being met in the new advertising by featuring, not the fact that Nature has endowed Pennsylvania oil with a superiority, but rather that this superiority means a definite saving to the motorist who takes advantage of it. It uses the more specific method of induction rather than that of deduction.

Examining one of the advertisements in the new campaign one finds the headline: "He Stormed at His Repair Bills . . ." aiming straight at the motorist's pocketbook. This is immediately followed with the phrase "now he buys oilier oil" written in white against a sort of blackboard background which is used in each advertisement. Then the old theme—the story of how Pennsylvania oil contains a natural endowment of a certain extra something—is brought in to substantiate the headline later in the copy. This copy begins as follows:

Bills, Bills, Bills . . . one wallet-jolt after another . . . and then he stumbled onto a simple fact about oil that set him thinking. Think about oil and you begin to get somewhere, because poor lubrication causes most motor trouble and costs you plenty.

The fact is, that oil refined from 100 per cent Pure Pennsylvania Grade Crude is really *oilier* than others. The crude oil, just as it flows from the wells, is oilier and more slippery than other crudes. Nature blessed it with a mysterious *extra* lubricating ability. In refining, all the natural advantages of the crude are perfected and fitted to the specific needs of your motor.

Other headlines in the series read: "He Raged and He Shifted on Every Dinky Hill . . . now he buys oilier oil" and "Stuck Again" for new Piston Rings . . . now he buys oilier oil."

These headlines are illustrated

appropriately, in a fashion similar to the advertisement reproduced herewith, against the black background. These advertisements appear both as pages and half-pages.

As an interesting sidelight on what the association advertising has accomplished, it is worthy of note that although Pennsylvania crude represents only 3 per cent of the total crude oil production of the country, yet it accounts for 15 per cent of the total sales.

### Western Golfers Open Twenty-sixth Season

Members of the Western Advertising Golfers' Association played the first of the year's series of golf tournaments at the Midlothian Country Club, near Chicago, recently. The play marked the beginning of the organization's twenty-sixth season.

R. W. Markward captured low gross honors for the twenty-seven holes with a card of 40—78—118. George H. Hartman was runner-up with 122. H. Elton Pease and J. A. Bender had the third and fourth best gross scores, respectively.

The prize for low gross was won by R. H. Niece, with 139—32—107. J. A. Bender was second and J. H. Williams took third.

Winners and runners-up in the eight foursome flights, played under the chip system, were, respectively: Don Heinely and H. Elton Pease; L. L. Northrup and Jack Cullen; J. A. Bender and Fred Crawford; J. W. Barton and W. D. Washburn; R. B. Johnstone and F. W. Wood; T. S. Dowst and S. F. Nelson; C. M. Sloan and J. H. Williams; Wallace Patterson and Kenneth Cloud; Charles B. Goes, Jr., and George R. Cain.

### G. T. Emerson with Ruthrauff & Ryan

George T. Emerson has joined the New York plan and copy staff of Ruthrauff & Ryan, Inc. He was formerly a director of Dorland Advertising, Ltd., London.

### Now Gordon & Hunter

Armstrong, Gordon & Hunter, New York advertising agency, has changed its name to Gordon & Hunter, following the resignation of Miss Asterie Armstrong as a member of the firm. Edith Gordon and Eleanor Hunter continue as principals in the business.

### "Domestic Engineering" to Be Published Monthly

*Domestic Engineering*, published by Engineering Publications, Inc., Chicago, will be published monthly beginning in June. It has been published fortnightly for several years.

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# Is There a Hole in Your Gravy Ladle?

There is a lot of gravy in the Chicago market, but you'll miss a block of it if there's a hole in your ladle. The Chicago advertising campaign that doesn't include the Chicago American is a mighty leaky ladle.

Half-a-million circulation, between three and four times that many consumers, is the price paid by the advertiser who neglects the Chicago American market. And it's the soundest circulation money can buy anywhere, built of families reached at

home, the biggest slice of Chicago's buying power available through any Chicago evening newspaper!

Add to that circulation the sort of co-operation rendered by the Chicago American's merchandising experts and the acceptance of this newspaper by dealers, which those experts have helped build, stir in a sound, consistent and adequate advertising campaign—and you have a vitamin-crammed dish which has everything it takes to put the glow of health into any product's sales.

## Chicago American

a good newspaper now in its TWELFTH YEAR of circulation leadership in Chicago's evening field

*National Representatives:*

RODNEY E. BOONE ORGANIZATION



# Suppose former newsstand buyers

Following the rate reduction of True Story last October, an investigation of True Story homes was conducted by the William C. Keenan Company to determine *why* the families who had regularly purchased True Story in 1931 had discontinued buying the magazine.

The results of this investigation indicate that 342,000 (17%) former regular buyers no longer buy True Story. They stopped buying True Story because of unemployment and lack of purchasing power or rigid voluntary economy. *They are no longer willing or able to spend money for newsstand magazine or for any other merchandise which is not absolutely necessary for existence.*

These families are out of our market and your market too. Stop for a moment and consider what would have happened if these 342,000 families had been subscribers instead of newsstand buyers.

If these 342,000 families had subscribed to True Story last year they would still be receiving the magazine regularly today even though they have no purchasing power and are of no value to you as an advertiser. Our rates would have remained the same. *We would be asking advertisers to pay for circulation which was good last year but is worthless at the present time.*

Briefly, that is the essential difference between newsstand and subscription circulation. Newsstand sale reassembles a market of readers every month depending entirely upon desire for the magazine, available

★ NEWSSTAND SALE RECHECKS THOUGHT

These 342,000  
newsstand buyers  
are subscribers!

money and a willingness to spend. Families stop buying newsstand magazines simultaneously with unemployment or curtailment of expenditures. You pay nothing extra for this protection which assures you reaching families who are not only able to buy your merchandise but are also favorably inclined to spend.

Subscription circulation is founded on an entirely different premise. Subscribers buy a magazine for a long term period ranging from six months to one year. During this period they receive the magazine regularly by mail regardless of reader interest, buying power, unemployment or voluntary economy.

Subscriber families were buying families when the subscription was bought. *If your advertising is to be profitable in subscription magazines they must continue to be buying families.* But family finance is a fickle thing. Those who buy this month may be broke next month. If these families drop out of the buying market the newsstand magazine eliminates them for you immediately—subscription circulation lacks this flexibility of selection.

Since 1925 True Story has had—and still has—the largest newsstand sale of any magazine at any price. But *quality* is not sacrificed for quantity. The True Story Keenan Newsstand Study indicates that 98% of these True Story newsstand readers are gainfully employed.

**POCKET-BOOK EVERY MONTH ★**

*Worcester, Massachusetts*

## Helping Advertising to Pay The Advertiser

For more than twelve years the RETAIL AD-VISER has been rendering an effective extra measure of co-operation to Telegram-Gazette advertisers. Published twice-a-month by the Telegram-Gazette merchandising department, its circulation covers every worth-while dealer in the Worcester territory. News and comment on local retailing activities, columns of dealer "personals," assure a ready welcome and thorough reading for this dealer newspaper which carries just the type of merchandising information national advertisers want to give and local dealers want to know.

*In the files of the Telegram-Gazette are scores of letters telling how effective Retail Ad-Viser co-operation has been in getting and maintaining distribution in the Worcester territory. We quote from a few of these letters:*

"We feel certain that this publicity will prove of genuine merchandising value to our client."

"I wish to inform you that this is one of the finest illustrations of co-operation featuring that it has ever been my privilege to see."

"We feel certain that help such as this cannot fail to be of great assistance to Mr. \_\_\_\_\_ in his territory."

"It gives me a lot of real pleasure to express my appreciation to the Telegram-Gazette for the splendid co-operation which you have given us throughout this entire campaign."

"This co-operation is surely appreciated by both the advertiser and us, and we are sure that it will be helpful in making this advertising pay the advertiser."

The entire Worcester Market, city and suburban, is effectively cultivated through these newspapers alone.

Average Net Paid Circulation for the Year 1931

Over 105,000 Daily Over 53,000 Sunday

# THE TELEGRAM-GAZETTE

Worcester, Massachusetts

George F. Booth, Publisher

Paul Block and Associates, National Representatives

New York Boston Chicago Detroit Philadelphia San Francisco Los Angeles

## Million Club Members Buy This Product Every Week

600 "Buck Jones" Clubs Set Up Through Advertising Pay Dues as Low Rate Admission to Morning Movies

THE problem faced by the Columbia Pictures Corporation early this year was to keep open hundreds of theaters which were running only two or three days a week and might abandon even that reduced schedule. Advertising which evoked an enthusiastic response showed the way to a solution.

It happened this way. For two years Columbia has been making Buck Jones Western cowboy pictures. These movies had been going over big with children. But Westerns were generally regarded as *passé* in the field of film amusement.

Then a group of juvenile magazines ran a contest to discover the most popular outdoor star, and Buck Jones—cowboy hero of the youngsters—rolled up a total of votes double that of his nearest competitor. Came the dawn of realization at Columbia headquarters that this popularity could be turned to the aid of distribution. The idea of Buck Jones Rangers Clubs was hatched and completely developed.

Advertisements telling about the clubs and inviting boys and girls to join were run in three juvenile magazines. Replies flooded into headquarters at such a rate that the one man originally put in charge had to be supplemented by seven others. The campaign, which broke in March issues, is still running and will be continued.

To date more than 1,000,000 members have been signed up in over 600 clubs, and they are joining at the rate of 3,000 to 5,000 a day. Club dues are, in effect, a special low rate admission to Saturday morning matinees; so that, at a dime apiece—which is below the average—\$100,000 a week is the retail sales response to the advertising campaign in what is generally regarded as a bad year for movie theaters. And

# WANTED!



It is something different. You learn how to do things and earn prizes, awards, and honors! Buck Jones Rangers Win Privileges that Other Boys and Girls Do Not Have.

**MAIL THIS COUPON TODAY**

Buck Jones Rangers Club  
Columbia Pictures  
729 Seventh Avenue  
New York, N. Y.

Please make me a BUCK JONES RANGER without cost to me and tell me how I can learn the secrets of the West.

My Name is.....

My Address is.....

*One of the Columbia Picture Series Run in Juvenile Magazines*

the movement has meant over 600 new accounts for Columbia Pictures.

The advertisements which started the ball rolling appealed directly to the youngsters' hero worship of the man who has always played clean and fearless roles in red-blooded Western thrillers. They appealed to their romantic imaginations and desire to know

more about the life of the plains.

Every advertisement carried a picture of Buck Jones in a different pose. The coupon was a prominent part of every layout, tied in with the hero's picture by heavy lines and arrow points. Addressed to the New York headquarters, the coupons read: "Please make me a Buck Jones Ranger without cost to me and tell me how I can learn the secrets of the West."

### ***A Double-Purpose Broadside***

The story of this campaign and the business building possibilities of the club plan was told to 12,000 theaters in a 24 by 36-inch broadside in red and black. This was so arranged that one side formed a poster, advertising the club, for display in the theater lobby.

The success of the ranger club idea is largely due to the thoroughness with which the groundwork was laid before the sales effort began, along with recognition that the club itself must have a value and a purpose aside from its hook-up with the pictures. To make the burden of organization as light as possible for exhibitors, a twenty-four page manual was prepared which told just how to form a club and how to maintain interest.

The regular club meetings open with business sessions at which new members are voted in and other business is transacted. Then follow feats of roping, story telling and song singing by members. Proficiency in these accomplishments wins recognition in the form of arm decorations. To promote these activities, three booklets have been prepared for sale at 10 cents for the set—"Rope Spinning," "Songs of the Ranger," and "How to Tell a Story of the West."

And there are various club accessories, dear to the heart of childhood, such as a repeating gun which shoots five shots (rubber bands) at one loading, ten-gallon Ranger hats, harmonicas and lariats; also an imposing array of chevrons in gold and blue and red and green, denoting the vari-

ous ranks of club officers. All these powerful incentives to membership are available at cost to theater managers through the regular film exchanges.

In addition to the regular club showings, it is customary to stage a special performance for parents at least once a month. At these events the club members put on a special stage show for the benefit of their parents—which helps, incidentally, to renew the interest of parents in the theater.

From the beginning, names which came in response to the initial advertising were segregated by localities, to be sent later to the interested exhibitors. The first actual organization of a club was tested in a small Georgia town, with one of the regular Columbia men on hand to assist the theater manager. In less than forty-eight hours, 600 children were enrolled and the support of the school board and city officials enlisted.

With this encouraging reaction of a small town, the second test was made in a large city, despite the general belief that Western pictures do not go well in such places. In Rochester, N. Y., where this test was made, the first meeting had 1,700 children in attendance.

### ***Films as Merchandise***

Speaking of films as merchandise—there is a resemblance, but there is also an important point of difference. When the merchant stocks a bill of goods, he may sell them in due time at a good profit, or if the demand is slack he may be forced to keep them on his shelves for a long time before disposing of them, perhaps at a loss. When an exhibitor contracts for a film, however, he must cash in on it during the period of its showing, and if he doesn't cash in while he has it, the opportunity is gone forever. He can't sell it some day; he must sell it today.

That is why this club idea is proving to be a welcome life-saver for a number of small theaters which have been operating only two or three days a week.

June 2, 1932

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## Don't Dissipate Advertising Dollars

THE GOLDBERG ADVERTISING AGENCY  
LIMITED

AUCKLAND, NEW ZEALAND

Editor of PRINTERS' INK:

On page 24 of your issue of December 10, you have an article headed, "White, Black and Gray" wherein you state that a reprint of the chart referred to, together with a reference list of the 22 articles on the subject of advertising charges could be obtained on request.

We would greatly appreciate it if you could supply us with both the chart and the list.

P. B. LEVY,  
Manager.

**E**VEN at a time like the present, when there is every reason to get the last cent's worth of value out of the advertising appropriation, there is still a tendency on the part of some companies to charge certain illegitimate expenses to advertising. The "white, black and gray" chart referred to by Mr. Levy was published originally in PRINTERS' INK MONTHLY for June, 1928, and was revised in the June, 1931, issue. Since its publication there have been many requests for reprints. There is still a limited supply of these available for readers who ask for them.

This chart has real value to the beleaguered advertising department or advertising agency that finds itself forced to defend the appropriation against the inroads of expenses that belong under some other heading.—[Ed. PRINTERS' INK.]

## Joins New York "Evening Post"

Louis Charles Rosenberg, for many years conducting his own advertising agency at New York and later a member of the local advertising staff of the New York *World*, has joined the local sales staff of the New York *Evening Post*.

## Sargent & Greenleaf Acquires Marproof Products

Sargent & Greenleaf, Inc., Rochester, N. Y., has acquired Marproof Products, Inc., New York, manufacturer of leg sockets for desks, tables and stands under the trade names of Marproof, Velvetread and Tap-Ons.

## Art and Industry Group to Hold Exhibit

The newly formed National Alliance of Art and Industry will hold an exhibit of objects of three dimensions, designed for production by machinery, at the Art Center, New York. The exhibit, to be called "The Designer and Industry," will open on June 28 and continue through July, August and September. In conjunction with the exhibit, the American Management Association will conduct a series of lecture conferences on "The Economic Importance of Re-Designing," to be held at the Art Center on the evenings of June 28 and 29.

## New Radio Representative Business

James L. Free and Clifford L. Sleininger, for the last several years account executives with National Radio Advertising, Inc., have formed a radio station representative business under the name of Free & Sleininger, Inc., with headquarters at 180 North Michigan Avenue, Chicago. The new organization will act as sales representative in the Middle-West for a few non-competing radio stations.

## R. W. Brill with San Francisco "Examiner"

Ralph W. Brill, who formerly operated an advertising agency at San Francisco under his own name, has joined the local display advertising staff of the San Francisco *Examiner*. Most recently he has been with the San Francisco office of the Ham Jackson Company, Inc., advertising agency.

## "Pictorial Review" Adds to Staff

Joseph H. Lynch, formerly with the *Atlantic Monthly* and *House Beautiful*, and Coan H. Adams, formerly with the trade division of the Butterick Publishing Company, have joined the Western advertising Staff of *Pictorial Review*.

## Lundy & Craig, New Business At Seattle

Donald B. Lundy and Daly Craig have formed an advertising business at Seattle under the name of Lundy & Craig, with offices in the Fourth Avenue Building.

## H. H. Levey Joins Realservice

H. H. Levey, for the last twenty years head of the H. H. Levey Advertising Agency, New York, has joined the Realservice Advertising Agency, Inc., of that city.

## Appointed by Ralston Purina

Beginning in the fall, Batten, Barton, Durstine & Osborn Corporation, Chicago, will conduct a radio campaign for the Ralston Purina Company, St. Louis.

# Another Cosmetic Manufacturer Adopts Consignment Plan

Hinze Ambrosia, Inc., to Use Agency System to Assure Retailer Full Profit

**A**DD the name of Hinze Ambrosia, Inc., to that small list of manufacturers who are trying out the consignment selling plan as a means of insuring to their retailers a profitable selling price on advertised merchandise. On June 1 the company put into effect a changed plan of distribution through specially appointed agents, who will receive the company's products on consignment. The company will retain ownership in its merchandise until it is sold.

These agents will be selected largely from among wholesale druggists but the company retains the right to appoint chain-store systems as agents and to deal direct with chains and department stores.

*Drug Trade News* in giving the details of the plan describes it as follows:

Agents will give a monthly accounting, showing the Ambrosia merchandise they have sold. These reports must be in by the tenth of the month. The books of the agents will be open to inspection by any authorized representative of the manufacturer.

It is understood that the contract calls upon agents to conform to the educational and sales instructions of the manufacturer. It will not be the duty of agents to control the resale price of Ambrosia products, but they are to inform purchasers of the price that the manufacturer considers fair.

In all cases, it is understood, this suggested resale price is to be the advertised price.

In the operation of agency plans by other manufacturers, both in the drug trade and out, the manufacturer in every case has legally had the privilege of compelling an agent to refrain from selling anybody whose promotion was in any way unsatisfactory. Inasmuch as the merchandise is the property of the manufacturer until sold, the

latter can indicate to whom he does or does not want it sold.

Agents will not be permitted, it is reported, to sell Ambrosia products to chains, department stores, or to other wholesale druggists unless permission in exceptional instances is obtained from the company in writing.

All classes of accounts, it is understood, whether sold by the agents or by Ambrosia direct, have, starting June 1, purchased their merchandise at the advertised wholesale list price.

## **Promotion Must Be Satisfactory**

It is also reported that Ambrosia will refuse to sell to any direct buying retail account whose promotion, in the opinion of the manufacturer, does not prove satisfactory.

Distributors, it is understood, will be obliged to sell Ambrosia products only in the original packages or wrappers in which they are put out by the manufacturer. They will not be permitted to break up packages or combinations.

Contracts will not be assignable. If there is a change in management, the contract will terminate. If distributors fail to observe the sales and merchandising suggestions of the company or if they get into financial difficulties, the manufacturer, it is believed, will exercise the right to cancel the contract.

Only chain systems which maintain warehouses are to be appointed as Ambrosia agents. The contracts with chains and wholesale druggists are practically the same. Chains cannot sell to other chains or to wholesale druggists or department stores.

In all cases, the contracts specifically forbid the agents, chain or wholesale druggists, to trade Ambrosia goods for other merchandise.

**165 LINES** were bought, and 156 dresses were sold. We refer now to a single column advertisement published in the lower left hand corner of page 9 of the Wednesday, May 18th, issue of The Free Press, by Kern's, one of Detroit's large department stores. Not bad "production" in these querulous days of 1932. Nearly a dress sold for every line of advertising bought is good evidence that (1) here was a good advertisement about good merchandise; (2) that the copy was in an environment that created confidence and reader-interest, and (3) that the audience reached was responsive. Nothing unusual at all about this record of Free Press advertising. We merely cite it as a note of encouragement . . . as part of the evidence that those who read this newspaper BUY from it. **THE DETROIT FREE PRESS**

# First in Pittsburgh

FIRST FOUR MONTHS, 1932

First in Total Advertising

First in Total Display Advertising

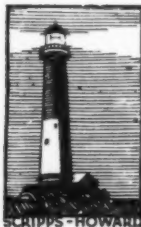
First in General (National) Advertising

First in Retail (Local) Advertising

First in Automotive Advertising

First in Rotogravure Advertising

First in Classified Advertising



MEMBER OF THE UNITED  
PRESS . . . OF THE AUDIT  
BUREAU OF CIRCULATIONS  
and of MEDIA RECORDS, INC.

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Today, as for 48 years, all advertisers who seek sales at greatest profit prefer The Pittsburgh Press.

*Media Records figures, deleting American Weekly lineage and advertising of publishers' own enterprises in second paper.*

# Pittsburgh Press

A SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD  
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS  
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

# We Sell Newspapers

. . . and our sales are UP 4,238 daily

Even in these days of rare sales curve rises the Cincinnati Times-Star made a substantial gain in circulation (six months ending March 31, 1932) . . . 4,238 more Times-Stars are being bought daily.

This increase was attained without circulation drives, without premiums, without prizes, and is especially significant in that another Cincinnati paper gained only a few hundred and the third daily paper shows a loss of 2,953 in the same period.

There are two reasons for this sales growth, first, that Cincinnati is a good, able-to-buy market today and secondly, that increasing numbers prefer the Times-Star to any other newspaper.

The Times-Star is the **FIRST** newspaper in Cincinnati; it has the largest city and suburban circulation of any newspaper; it has the highest concentration (**91.39%**) in the profitable areas; it has the largest delivery to every class of family; it has carried more display advertising, every year, for 24 years than any other paper, and it has consistently been the low actual-cost medium . . . The Times-Star completely sells the Cincinnati market . . . **ALONE**.



## CINCINNATI TIMES-STAR

New York: MARTIN L. MARSH, 60 E. 42nd Street

Chicago: KELLOGG M. PATTERSON, 333 N. MICHIGAN

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# Don't Let the Prospect Think Ahead of the Sales Story

Holding the Buyer's Interest Is the First Requisite of a Good Salesman

An Interview with

**Alvan Macauley**

President, Packard Motor Car Company

**A** PROSPECT decides to buy when he values what the salesman is offering him more than the money asked for it. To reach such a climax in his presentation, the salesman must build up the value of his product logically, and at the same time, in interesting fashion.

The smartest selling "trick" in closing a sale, and the only one that gets any salesman anywhere, is a thorough knowledge of his product, no matter whether he is selling a 5 cent item or a \$5,000 automobile. Know your product, is the first thing I would tell any salesman, and then I would urge him to back up that knowledge with a self-evident, confident realization that his product will help the man on whom he is calling. If it be a dealer, the salesman has an article which will bring the dealer a profit through its resale; if he is selling the article direct to the consumer, he has an article the utility of which outweighs the amount asked for it.

The old days of *caveat emptor*—let the buyer beware—are gone; the successful salesman must first sell his prospect with the idea that he is working primarily for the latter's best interest.

The first requisite of anyone calling on me is that he must hold my interest. A man who walks into my office to sell something won't get very far unless he has a story that keeps clicking. I don't know of a single busy man who has time to talk with anyone from whom he does not hope to learn something.

If I can think faster than the visitor and keep ahead of his story, it is an immediate sign that my interest is lagging, and that he does

not know his product as thoroughly as he should. His discussion should be so clear and so interesting—so packed with facts about the product which appeal to my desires—that I am kept constantly checking on his points rather than getting ahead of the story.

Once the prospect is ahead of the salesman, then the fire is turned in the other direction—and the caller is put at a powerful disadvantage that usually leads to a swift termination of the interview.

## *No Place for Sad Tales*

There is no place for hard luck stories in today's scheme of selling. In the first place, the salesman with a hard luck story does not set the picture properly for the prospect; the latter is apt to conclude that perhaps he should hold on to his money, if things are really that bad with others.

In the second place, the salesman immediately projects a selfish viewpoint into the picture—he is asking you to buy solely because he needs the commission from the sale, needs the sale to complete a quota or something of the kind.

The salesman must not conceal anything about his goods. If a competitor should excel in one or more particular points, the salesman should not try to cover up. On the other hand, I think he should frankly admit that in the particular instance, the competitive goods are equal to or better than his own.

His sale must be closed on the basis of preponderance of value. Very often the prospect is well posted as to the salesman's goods and if the caller tries to cover up a weakness that may exist and which may not be important, the prospect will hold it against him,

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for such an attitude is not frank or fair.

Few salesmen are ingenious enough to inject new interest into their selling story—to find new ways of telling that story. The same story told fifty times in the same manner will make any salesman grow "stale."

Yet how easy—and how effective—it is to freshen up that presentation through some newness of thought—some added inspiration. This obligation rests on the sales manager.

### Automotive Service Tool Makers Form Association

Service Tools Associates, an organization of twenty-two of the leading automotive service tool makers, has been organized to function as a sales promotional medium through which the manufacturers will co-operate with their jobbers in developing small tool business. The formation of the group follows a switch in small tool business from wholesalers in recent years to the wagon distributors and mail-order houses.

Richard A. Picard, of Picard-Sohn, Inc., New York advertising agency, has been appointed secretary of the organization to direct its campaign.

### Heads Detroit Marketing Council

A. G. Sherman, president of the Detroit Vapor Stove Company, is chairman of a marketing council that has been organized at Detroit to offer a co-operative service on merchandising information for local firms and individuals. The organization is sponsored by the Detroit Board of Commerce, the Adcraft Club of Detroit, the United States Bureau of Foreign and Domestic Commerce, the University of Michigan, the University of Detroit and Detroit City College.

### Appointed by Electric Refrigeration Bureau

Howard E. Blood, president of the Norge Corporation; H. J. Hunt, president of the Trupar Manufacturing Company; W. G. Peirce, Jr., assistant to the general manager of the Grigsby-Grunow Company, and Frank E. Smith, president of Servel Sales, Inc., have been appointed members of the executive committee of the Electrical Refrigeration Bureau.

### Joins "New York Automobile Club Review"

Gary H. Griffith, formerly a member of the advertising staff of the Youngstown, Ohio, *Vindicator*, has joined the *New York Automobile Club Review*, as advertising manager.

## Salesmen's Automobile Expenses Are Dropping

"AUTOMATIC" SPRINKLER CORPORATION  
OF AMERICA  
CLEVELAND, OHIO

Editor of PRINTERS' INK:

If you have any data on manufacturers' allowances to salesmen for automobiles per mile of traveling, it would be very much appreciated by us at this time.

CLYDE M. WOOD,  
Sales Manager.

HENRI, HURST & McDONALD, INC.  
CHICAGO

Editor of PRINTERS' INK:

From time to time we have noticed articles in your publication dealing with the subject of remuneration of salesmen for the expenses incurred in operating their automobiles while carrying on their selling work.

We would like very much to have you furnish us with a list of the articles mentioned above so that we could review what you have published on this subject.

HENRI, HURST & McDONALD, INC.

**I**NVESTIGATION among owners of large fleets of salesmen's automobiles indicates that the cost of operating cars has come down considerably during the last two years.

The executive in charge of one of the most efficiently run fleets in the country tells PRINTERS' INK that the cost of operating cars was reduced from 6.7 cents a mile in 1930 to 5.7 cents in 1931 with indications that during 1932 there will be another drop. This fleet consists of about 1,000 cars and the figures include in addition to gasoline, oil and tires, almost all other items of expense, such as depreciation, insurance, repairs, etc.

Where salesmen own their own cars it is necessary to add somewhat to the figure for company-operated cars since the salesmen's own automobiles do not get the advantage of certain economies inherent in fleet operation. Also, costs of individual cars vary. For instance, the executive already referred to tells us that one particular car has run 38,000 miles at a cost of 2.9 cents per mile while other cars run much above the fleet average.—[Ed. PRINTERS' INK.]



# Meaning of More Stockholders

Low Prices and Tendency to Diversify Act as Powerful Influences

DANIEL STARCH AND STAFF

NEW YORK CITY

Editor of PRINTERS' INK:

I am interested in your editorial in *PRINTERS' INK*, issue of May 12, 1932, on my article on stockholders in *Forbes Magazine*. The question that you raise regarding the reason for the increase in the number of stockholders is, I think, a reasonable one to bring up. The main purpose of my article was to present the facts with regard to the change in the number of stockholders rather than to interpret the reason for the change.

You suggest that instead of indicating

**O**UR editorial did not in any way question the facts brought out by Dr. Starch's thorough-going survey. But we wondered to what extent the total number of stockholders for all industry was swollen by diversification, and we said, "we wonder if such diversification is not to be regarded more as an evidence of distrust than a vote of confidence."

We have since talked with the head of a large investment service organization who says that he believes we are right in our surmise that growing distrust is back of increasing diversification.

The head of the investment department of a large statistical organization tells us that he believes our position is quite tenable. In his opinion, growing stockholder lists also have other meanings. He says that in times like the present, stocks tend to pass into many small hands, because large holders are prone to liquefy their positions, either through choice or necessity, and the little fellows keep nibbling all the time. He also discerns a rather general inclination among investors of average means toward more diversification, as stocks reach levels coinciding with preconceived purchasing points, instead of adding to holdings of stocks in which they are already interested.

Dr. Starch makes the quite logical suggestion that those who are diversifying their holdings—if it is assumed that their action signifies distrust rather than confidence—might reasonably be expected to "put this amount into bonds or

confidence in business enterprises, the increase may be due to a desire to diversify holdings by reducing the amount held in one company and spreading it to others. If that is the case, would it not be reasonable to suppose that they would put this amount into bonds or Government securities or savings banks rather than into stocks of other companies, unless they had enough confidence in these companies to do so?

I shall be interested in knowing whether you think the diversification element alone explains the increase in the number of stockholders.

DANIEL STARCH.

Government securities or savings banks rather than into stocks of other companies."

Wealthy investors have undoubtedly been switching heavily into Government bonds and other tax-exempts to keep one jump ahead of the tax collector. Undoubtedly a great deal of money has gone into savings banks in preference to stocks. But the total of savings deposits in all types of banks in the United States, according to the latest compilation of the American Bankers Association, has not increased since 1929. Postal Savings accounts, on the other hand, have more than doubled—but represent only a trifle more than 1¼ per cent of total savings.

If we were an entirely reasonable and rational people, there would never have been the succession of overstimulated booms which mar our financial history. But "hope springs eternal," with or without reason. In fact, stock losses seem to feed the desire and the hope of recouping—through taking some of the hair of the dog that bit us.

We do not believe that the diversification element alone explains the increase in number of stockholders. Probably low prices have been and continue to be an important factor. It is human nature more readily to back hesitant judgment with a few dollars than with many. Much less faith is required to make an investment in a stock at 30 than at 300, and by the same token many more people are tempted to take the risk and thus have their names inscribed on

the growing lists of stockholders.

Our point simply was that the exposures in newspapers of wrongdoing, secret bonuses paid to insiders, etc., in one corporation after another, have caused a measure of uneasiness among stockholders. There is no question that the majority of big companies are honestly run, but the cautious investor cannot be blamed if he chooses not to keep all of his eggs in one basket.—[Ed. PRINTERS' INK.

### "Mystery" Sells Travel

IDEAS know no geographical limitations. It was in March that PRINTERS' INK reported the plan of an English railway to bid for the patronage of hikers. Of all people it might have been considered that hikers would be the last field of prospects for a railway to cater to. Yet the plan brought a trainload of passengers who were bound they knew not where. All they knew was that they had bought a ticket on a "mystery" trip.

This idea which developed business in London also has worked successfully in St. Louis. The Missouri Pacific lines conducted a mystery excursion on Sunday, May 15, from St. Louis to an unnamed point for \$1. Announcements were made in newspaper and radio advertising that excursionists would be given a 200 mile trip for \$1, leaving at nine in the morning and returning at nine in the evening.

Prospects were told that a barbecue would be provided, as well as ample facilities for fishing, boating and bathing. This excursion attracted more than 400 persons.

The B. & O. also ran a "mystery" excursion from Chicago on May 22. In this instance the train also left under sealed orders. Those acting on the invitation of the road's newspaper advertising knew nothing other than they had a "blind date" with a big, blue lake and a luxurious hotel. The all-expense price was \$5, covering transportation, sports and meals.

Other roads, while not indulging in "mystery" trips, are stimulating

railroad travel among excursionists by greatly reduced fares. One railroad reports that a special round-trip offer made it necessary to run four special trains, besides attaching extra coaches to regular trains. More than 4,400 persons were carried and, what is important, the railroad netted a satisfactory profit from this stimulated travel.

These experiments in reviving the popular excursions of pre-war days, and the success that has attended their initial efforts, would seem to prove that the public is restless and will spend money to go places, provided the costs of transportation are made low enough to stir the desire to travel into action.

### Kable News Company Formed

The Kable News Company has been organized to specialize in newsstand distribution for publishers, according to an announcement received from the Kable Brothers Company, Mount Morris, Ill. General offices of the new company will be at Mount Morris, with New York offices located at 420 Lexington Avenue.

Harry G. Kable is president of the new organization. Warren A. Angel is first vice-president and general manager and John V. Rafferty is second vice-president and sales manager. S. J. Campbell is treasurer and Milo D. Zimmerman, secretary.

### New York Club to Be Hostess to Convention Delegates

The League of Advertising Women of New York, Inc., will again be hostess to the women members of advertising clubs throughout the country during the annual convention of the Advertising Federation of America, to be held at New York June 19 to 23. Emily E. Connor, of the Marchbanks Press, has been appointed chairman in charge of convention activities. Plans are now being formulated for the entertainment of delegates to the convention.

### Transferred by Urban Publications

R. K. Farnham, formerly with the Detroit office of the Selective Urban Publications, has been transferred to the New York office as a member of the sales department.

### Heads Rich Art Color Company

J. E. Alexander, formerly with Favor, Ruhl & Company, has been elected president of the Rich Art Color Company, New York, maker and importer of artists' materials.

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**T**HE consistent and steady growth of the circulation of the Washington (D.C.) Star—both Evening and Sunday—indicates its established prestige throughout the Washington Market.

It goes regularly and directly into the homes through **The Star's** house to house delivery service. 97% of **The Star's** Evening circulation and 96% of **The Star's** Sunday circulation is confined **EXCLUSIVELY** to the Washington Market.

**The Star's** complete coverage of this market is forcefully evidenced in the volume of advertising it carries—which, day in and day out, is **GREATER** than the combined advertising in all four of the other Washington newspapers.

Here is a normal market even in abnormal times—and only **ONE** newspaper—**The Star**—is required to cover it from end to end.

New York Office  
DAN A. CARROLL  
110 E. 42nd St.

Chicago Office  
J. E. LUTZ  
Lake Michigan Bldg.



# Ample Buying Power

assures satisfactory results from  
advertising in this stable community

## York County Pennsylvania

—An old, steady Pennsylvania community rooted in its independent system of agriculture . . . fortified against "hard times" by a great diversity of industry. Here is a good section in any weather, for here is a steady source of buying power.

Two-thirds of York County's population lives in the boroughs and townships, where they read almost exclusively

## The York, Pa. Gazette and Daily

WE URGE YOU TO INVESTIGATE

National Representatives

**HOWLAND & HOWLAND, INC.**

NEW YORK  
393 SEVENTH AVE.

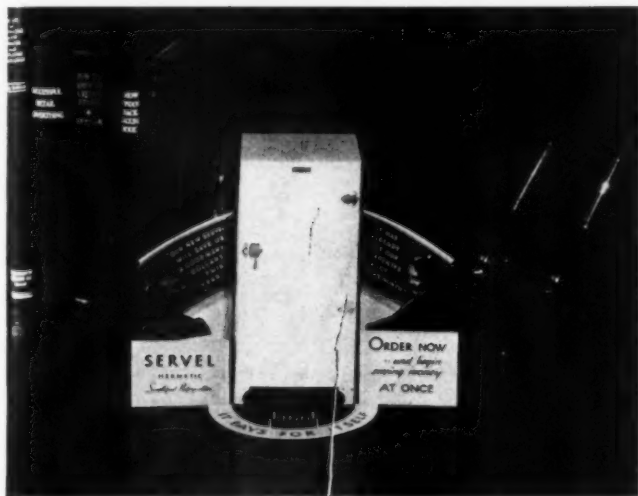
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## Servel Uses Miniature Models of Window Display



MINIATURE models, exact reproductions in color of the full-sized display, are used by Servel Sales, Inc., to merchandise window displays to dealers. In advance of distribution of a new refrigerator display, a factor subject to the dealer's order and a nominal charge, small reproductions of the units comprising it are mailed. Set up on the dealer's desk, these units sell the attention-attracting qualities of the display in a graphic, three-dimensional manner that a picture cannot achieve.

The first of these models met with considerable success and the idea will be used in merchandising subsequent Servel displays, of

which there will be several this season. A number of dealers felt that these miniatures in themselves would make valuable displays and requested additional copies of them for such use.

One of the miniatures, set up, measures about twelve inches wide and eight inches high. A cardboard model of the Servel refrigerator is included. In the window, of course, an actual refrigerator is used. The units fold down flat and are easily mailed. An instruction sheet for assembling the model carries a brief sales message on using the full-sized display to tie in with the company's advertising. A return card for ordering is also enclosed.

### R. V. Somerville Starts Own Business

R. V. Somerville has resigned as assistant to the president of Claude Neon Lights, Inc., as well as his connections with affiliated companies. He has established headquarters at 708 Carnegie Hall, New York, where he will conduct a consultant service.

### Ingersoll-Waterbury Transfers Advertising Offices

The Ingersoll-Waterbury Company has transferred its advertising offices from New York to the factory at Waterbury, Conn. A. L. Daniels has been appointed advertising manager, succeeding Carl Hoffman, who has resigned that position.

# Employees Help Stimulate Sales in the Home Town

Here's How a Personal All-Employee Canvass Secured Consumer Demand

By R. H. Montgomery

Vice-President, The Larabee Flour Mills Company

THE average employee of any company is anxious to do more than his regular job. We have proved it.

Each of our 200 employees was asked through department heads to help open new trade outlets and help us create additional consumer demand. We wanted to do this without increasing our sales personnel or advertising budget.

Most of our employees are heads of families and each of them was asked to call, personally or by telephone, at least five friends and urge them to buy the products our employees were helping to produce. They did not stop at five. Some called as many as eighty. The average was around twenty-eight.

Many of the adult members of each home other than our actual employees entered into the spirit of it and telephoned their friends to talk our products to them. We supplied the reasons why, of course.

One of the company auditors turned in the names of forty-two people he had called, and thirty-seven of them actually made a purchase.

This plan certainly increased our prestige with the dealer. We did not have to say to him that our employees and our friends were doing business with him and that he must buy our brands. He was shown how profitable it was to patronize home industry and we both reaped benefit from it. Two hundred new outlets were actually opened through the work of our employees.

When the names were turned in to us, a letter was mailed to each with a keyed coupon of cash value on the purchase of our products at the grocer whose name was also

given us at the time. If these keyed coupons did not show up, it was called to the attention of our employee who went after them again.

The consumer response from the grocer was immediate. Actual inquiry and demand brought surprising results. New accounts were opened by our men with practically no effort.

This plan was used in Kansas City which has a metropolitan population of about 500,000 people. It may work differently in other sized towns. The larger the town the harder the problem.

## *Putting a Word in the Pay Envelope*

Various people from whom we buy helped by placing a slip with the payroll check to their employees like this:

"Larabee buys our goods—helps you in your job. Buy Larabee's flour next time you buy. Let's reciprocate!"

Several of these concerns had many employees and this helped consumer demand immediately.

We also reciprocated like this: One of our customers is the head of a large distant concern buying mill products. He also operates an entirely distinct mercantile business in Kansas City. We sold his flour purchasing concern a good order. In appreciation for the business we wrote a circular to our employees telling them of the order and suggested the mercantile business be patronized if convenient. The mercantile company reciprocated by sending each of our employees a coupon good for a free article. We sent each of the several hundred mercantile company employees keyed coupons redeemable on the purchase of our products.

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# *Responsibility*

## **BECOMES A GUIDE TO 1932 BUYING**

If all printing were alike, the buyer could take his jobs to the market-place and auction them off to the lowest bidder.

Unfortunately for the buyer (but luckily for the good printer) such a practice is impossible, for behind the price must lie "responsibility".

Now, when price-slashing is the general order, "responsibility" takes on added significance. It assures a single standard of quality, even if costs exceed the estimate. It assures unskimping preparation time, even if it doubles the amount anticipated. It assures full count, even in the face of losses; and strict adherence to every specification.

But true "responsibility" extends beyond the will-to-do. The desire must be backed by knowledge, experience, ample resources and adequate equipment.

To deal with responsible companies is no longer merely desirable: it is vital to the protection of the investment.

*Since 1876, this Company has served careful buyers of printing who recognize the money-saving value of "responsibility."*

# **ISAAC GOLDMANN COMPANY**

*Founded 1876*

**80 LAFAYETTE ST.  
NEW YORK CITY**

**TELEPHONE  
WORTH 2-6080**

**PRINTING OF EVERY DESCRIPTION**

To The Executive Whose Signature Requires

# Do You Ride in Every Day

**P**ERHAPS not; and strangely enough this has been used as an "argument" against car advertising.

If you never saw inside a street car it would not change the fact that today the people you must reach with your message are the very ones who **DO** ride in the street cars.

Right now, an advertising budget which would include only those who never ride in street cars would mean business suicide.

For it is in the street cars that you will find that vast army of gainfully **EMPLOYED**—on their way to and from the jobs which place squarely in their hands the nation's *buying power*.

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**STREET RAILWAY** DVE

220 West 42nd St, New York

## Required On Advertising Contracts

(No. 2 of a Series)

# din the Cars r Day?

Here you can reach them—the *millions who have the millions*—every day at a lower cost than you could in any other one medium or combination of mediums.

Your modern city is built and developed on the assumption of ready and economical transportation. Select any cities in which your product has distribution. Stop the street cars in those cities and business halts. Place your advertisement in the cars of these same cities and you become an active daily part of their business vitality.

*When every dollar counts, make it count where it will reach the people who can BUY.*

More than ever before, Car Advertising is today *Concentrated Buying Power.*

W. S. B.

ADVERTISING CO.

2nd et, New York

# ANSWER HIS QUESTION:



*Where can I  
buy it?*

Mr. Consumer sets out to buy your product. But will he ever find it? Or will he go to the wrong dealer and buy "something just as good"?

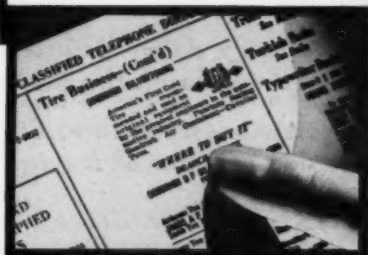
Don't risk losing sales this way. Tell your prospects exactly how and where to find your dealers—through "Where to Buy It" Service.

List your authorized dealers under the trade name of your product in the classified telephone books wherever you have distribution. (See illustration below.)

Then you know that prospects will experience no difficulty in finding "that local dealer."

"Where to Buy It" works just as effectively and just as economically for the smaller, sectional manufacturer as for the large national advertiser. Many of both groups now use this service.

*A typical "Where to  
Buy It" listing. It makes  
dealers easy to find.*



Ask your advertising agency for further data. Or write or telephone: Trade Mark Service Manager, American Telephone and Telegraph Co., 195 Broadway, New York (EXchange 3-9800)—or 208 W. Washington St., Chicago (OFFicial 9200).



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# How Many Is "Many"?

WOODLAND PAPER PRODUCTS

NEW YORK

*Editor of PRINTERS' INK:*

In the interest of truth in advertising, what is the yardstick for the use of the word "many"?

Obviously the word "many" when used in advertising is used in a relative sense. When we say that "many people use this" we mean that a certain percentage of the possible prospects are users.

What is the percentage beyond which it is unfair to go?

WOODLAND PAPER PRODUCTS.

IN the interest of exact truth in advertising, we would not use the word "many." At best it is somewhat ambiguous and but loosely descriptive of the number actually in the writer's mind.

There is no accurate yardstick for the use of "many." Webster defines it as "consisting of a great number; numerous, not few"—with dwindling decisiveness. Obviously, "not few" conjures up no such multitude as does "consisting of a great number."

"Few" is defined with a puzzling lack of clarity, as "not many; of small number." If we think of "many" as not few, and "few" as

not many, the head reels in any attempt to fix that line of demarcation where there are neither many nor few. If there is no such place—we might ask with the man who was defending the existence of a hell—where has business gone?

Of all the words with which we are familiar which loosely denote quantity, "several" is the most specific, for it is defined as "consisting of more than two, but not many." That means any number from three up to something less than "not few." Relatively, that's easy.

If you say "many people use this" and you mean a certain percentage of the possible users, you are wrong. And you may be grossly exaggerating: for, if prospects are few, a "certain percentage" would not, could not be "many."

On the other hand, if you really know that "certain percentage" which you mean, the interests of truth in advertising would best be served by stating it in Arabic numerals. And that expedient would also dispose of the last question.—  
[Ed. PRINTERS' INK.]

♦ ♦ ♦

## A Free Deal without Free Goods

WHILE a free deal plan will always have one basic weakness—the fact that it involves what is, in reality, a price cut—The Tanglefoot Company has developed a free deal scheme which eliminates many of the other faults common to this merchandising plan.

In current business-paper advertising, this company offers what it calls an "allowance check." The copy states: "How would you like one of these 'Special Allowance Checks'—as big as you want it, depending on your order for Tanglefoot Fly Spray, placed through your jobber. Factory allowance check mailed promptly on receipt of jobber's invoice confirming delivery." The allowance varies from 10 per cent to 15 per cent, depending on the size of the order.

When developing the plan, this advertiser considered the fact that in a free goods offer, the dealer has to dispose of his free goods, in addition to his regular purchase, before he derives any extra profit. Here he receives actual cash.

In order to secure the special allowance check, the retailer has to send in his jobber's invoice showing that the merchandise has been delivered to him. This invoice is then noted in the company's records and a check is made out to the dealer and sent to him along with the jobber's invoice.

The company is convinced that the plan also has its benefits for the jobber, in that he is not bothered with the handling and billing that is such a troublesome feature of most free deals.





Recently Wise Shoe, selling footwear to women through a chain of stores, frankly headed its newspaper copy—

"Let's chat a bit about

Price...

"We feel that we can talk frankly to women about price because they are more practical buyers than men," read the copy. "They know how to get their money's worth.

"For instance, what do you want in a pair of shoes? You want style... correct style, of course. You want grace of line... you want perfection of fit... a shoe that will hold its shape. You want comfort and ease... and durability, too...

"Now the question is... what should be the price of shoes, combining all these characteristics?"

And the copy then went on to tell how and why all these elements are obtainable in Wise shoes at a price, clinching the argument with "don't you agree that it may be extravagant to pay more?"

In a series of newspaper advertisements, Broadstreet's—men's clothiers—has been making an appeal to reason, in the hope of pulling the consumer out of his price-psychois, or whatever it is. This series quite rationally and convincingly pleads the case of the standard-price suits.


A typical piece of copy is headed, "You Lawyers." Since all who are not accepted barristers are "sea lawyers," we may read on—

"If you had before you on the witness stand some of the men's suits you see advertised at bargain prices these days—here are a few questions that you as a lawyer would ask them. 'You say that you are really \$65 and \$75 suits now selling for \$29.85?' 'How long has it been since you wore a \$65 price ticket?' 'What makes you think that you are worth more than \$29.85 now?' 'If you really are worth \$65 or \$40 or \$35, why do they have to sell you for \$29.85 to get rid of you?'

"The Worsteds Suit, now \$34, makes no extravagant claims. We'd hate to have you think of it

YOU **L**awyers

Have you before you on the witness stand some of the men's suits you see advertised at bargain prices these days—here are a few questions that you as a lawyer would ask them. "You say that you are really \$65 and \$75 suits now selling for \$29.85?" "How long has it been since you wore a \$65 price ticket?" "What makes you think that you are worth more than \$29.85 now?" "You really are worth \$65 or \$40 or \$35, why do they have to sell you for \$29.85 to get rid of you?"



The Worsteds Suit, now \$34, makes no extravagant claims. We'd hate to have you think of it as bargain merchandise. . . . The new price of \$34 simply brings it in line with present business conditions. Try on a Worsteds-text and see for yourself."

That seems to be a sensible way to talk price, in these times or any times. There is liable to be something about shouting price-cuts, price-slashing, price-crashes to set up in the consumer the feeling that he is on the brink of something—probably a further downward plunge of prices. And it is natural for the consumer who feels that way to procrastinate on purchasing. Copy that is rational and convincing on the price angle, on the other hand, tends to restore confidence and make sales.

**Broadstreet's**

8 alterations in 1 suit \$5. 10 alterations in 1 suit \$6. 15 alterations in 1 suit \$7. 20 alterations in 1 suit \$8. 25 alterations in 1 suit \$9. 30 alterations in 1 suit \$10. 35 alterations in 1 suit \$11. 40 alterations in 1 suit \$12. 45 alterations in 1 suit \$13. 50 alterations in 1 suit \$14. 55 alterations in 1 suit \$15. 60 alterations in 1 suit \$16. 65 alterations in 1 suit \$17. 70 alterations in 1 suit \$18. 75 alterations in 1 suit \$19. 80 alterations in 1 suit \$20. 85 alterations in 1 suit \$21. 90 alterations in 1 suit \$22. 95 alterations in 1 suit \$23. 100 alterations in 1 suit \$24.

**Broadstreet's Has Been Making an Appeal to Reason in Newspaper Advertising**

as bargain merchandise. . . . The new price of \$34 simply brings it in line with present business conditions. Try on a Worsteds-text and see for yourself."

That seems to be a sensible way to talk price, in these times or any times. There is liable to be something about shouting price-cuts, price-slashing, price-crashes to set up in the consumer the feeling that he is on the brink of something—probably a further downward plunge of prices. And it is natural for the consumer who feels that way to procrastinate on purchasing. Copy that is rational and convincing on the price angle, on the other hand, tends to restore confidence and make sales.

### Appoint Joshua B. Powers

*Sonntag Morgen*, newly established Sunday morning newspaper published at Cologne, Germany, by Dumont Schauberg, has appointed Joshua B. Powers, Inc., publishers' representative, New York, as its representative in the U. S.

*Oma Koti*, a new Finnish periodical devoted to domestic affairs and the women of the homes of Finland, has also appointed Joshua B. Powers, Inc., as its American representative.

## Pushing "Own Brands" Is Not "Palming Off"

Vapure Held Not to Be an Infringement on Vapex in Case of Kerfoot vs. Liggett

A DECISION that is going to stimulate considerable discussion in merchandising as well as legal circles was handed down on May 21 by the United States District Court for the District of Massachusetts. Involved in the case were Thomas Kerfoot & Co., Ltd., as plaintiff, and Louis K. Liggett Company, as defendant. The decision was read by Judge Hale.

Although the case is a rather complicated one, for ordinary purposes it may be summarized in this way:

Thomas Kerfoot & Co., put Vapex, its cold relief preparation, on the market in 1915. In 1927, the Louis K. Liggett Company began to sell a similar preparation which it had named Vapure. It gave special inducements to its managers and store clerks to push Vapure.

The Kerfoot company charged, basically, two things: First, that the similarity between the two names was causing confusion in the public's mind. Second, that as a result of the special compensation offer, Liggett's clerks were passing off, or palming off, Vapure for Vapex.

Said the Court: "In cases of alleged infringement of trade-mark and unfair competition, the courts hold that the essence of the wrong consists in the sale of goods of one manufacturer as those of another."

The Court then reviewed the testimony introduced by the Kerfoot company by means of which the company hoped to prove that Liggett was guilty of unfair competition in that its clerks were substituting Vapure when Vapex was called for. The testimony was also intended to prove confusing similarity between the two names.

However, the Court ruled: "The isolated instances of alleged substitution are not, in my opinion, sufficient to prove unfair competition. Clerks in different stores

were encouraged to sell Vapure—it was 'own goods.' Clerks were encouraged to make comparisons of the superior appearance of Vapure over Vapex. All this has been done openly. Instead of 'palming off' Vapure upon a customer who thought he was buying Vapex, the clerks appear to have been in the habit of insisting that Vapure was better and cheaper to buy than Vapex.

"The plaintiff contends that the verbal similarity between Vapex and Vapure is, in itself, unfair competition, in addition to being trade-mark infringement. I think not. There is testimony in the record tending to show that the first syllable 'vap', derived from the word 'vapor' was well known to the public before Vapex or Vapure were brought before the public. In the use of the two words, the termination 'ex' and 'ure' are entirely dissimilar. I think the use of Vapure for Vapex as shown by the testimony should not, in itself, be regarded as unfair competition unless it is shown to be accompanied by deception, confusion, or the intention of 'palming off.' I think such intention is not shown by the preponderance of the evidence in the case.

"I think the proofs show that defendant has done all it would be expected to do, or could do, to prevent clerks from making any substitution of Vapure for Vapex. I think the testimony fails to show that the defendant has been guilty of 'palming off,' or deceiving, or confusing the public."

### Hampton, Weeks & Marston Add to Staff

H. D. Allen, formerly sales manager of the Elliott Service and Fine Art Foods, Inc., and M. J. Caldwell, formerly with the Frank B. White Agricultural Service, Chicago, and the Charles Advertising Service, have joined the staff of Hampton, Weeks & Marston, New York advertising agency, as account executives.

Here's  
Change

Here's How Times Have  
Changed in PITTSBURGH

# • FIRST

## in WOMEN'S WEAR Advertising » » »

» » » for the first four months of 1932, The Sun-Telegraph carried 22% more Evening and Sunday Women's Wear advertising than the total of its competitor!

» » » Contrast this with the SAME period of 1931 when The Sun-Telegraph was 23% behind.

# • THAT'S

## *HOW Times Have Changed in Pittsburgh!*

Figures by Media Records,  
without adjustment of  
any kind

# THE SUN-TELEGRAPH

NATIONALLY REPRESENTED BY  
PAUL BLOCK AND ASSOCIATES

# ANNOUNCING 52

## FEATURE ISSUES A YEAR!



IT TAKES more than "reader interest" to give a publication a real hold on the public mind, and a real part in our national life. It takes reader influence—in terms of resultant decision, plan and action.

No other magazine is like *The Literary Digest* editorially in its presentation of significant facts and expert opinion—and no other is

like it in having the close reading of a large part of our solid citizenry *every week in the year*.

Think what that means from now on through the dance of 1932! . . . Every seven days, the necessary news of this most telling political and economic struggle of the century. . . . Every seven days an active effect on the life of a people.

**SOUNDING - BOARD OF  
AMERICAN OPINION**

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*The Digest* itself has been making history, with its 20,000,000 ballot poll on prohibition — reported through the mails, by car cards, in publication advertising, over the air and in its own pages. Another great poll on presidential candidates will rage this summer.

No wonder people need, buy, use *The Digest*, with fifty-two feature issues a year! Its current value is suggested by the largest reader revenue of all magazines and by the highest renewal percentage among large circulation magazines.

And no wonder *The Digest* picks out for its consuming public so many more readers in the business and professional classes! These careful minds buy it because its news is true, crisp, complete, unbiased. Its concern is realities.

Advertisers are feeling the impetus of accelerating reader influence. They report — "900 inquiries from the last *Digest* ad," "Breaking all records on the cost-per-inquiry basis," "Immediate return," "Higher value than ever as an advertising

investment," "First in efficiency," etc., etc., etc. There are good reasons why this is an essential advertising medium for June and July — and thereafter.

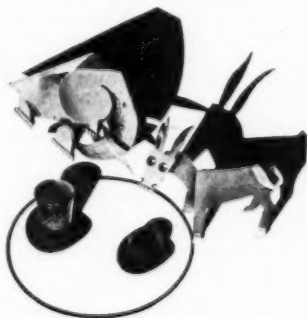
Every week that slips by writes off another lost chance to employ *The Digest's* new power! Get the facts — start your summer drive now.

**Quantity**—1,400,000 average guaranteed — "or rebate."

**Quality** — Readers self-selected by active interest in realities.

**Economy** — Rates reduced 25%, to less than \$2 per year per 1000. Class circulation at mass costs.

(A feature of *The Digest's* service is its high speed in delivering your selling message — only eight days from press to home.)



# LITERARY DIGEST

# Advertises to Consumer Even When He Can't Be Sold

Swann Company Thus Prepares Way for Salesmen to Break into New and Untried Markets

An Interview by J. G. Donley with

**Theodore Swann**

President, The Swann Corporation

[EDITORIAL NOTE: Here is a company that uses consumer advertising even though it sells not one thing directly to the consumer—and though virtually none of its products (chemicals) ever reaches the consumer through any other source except as part of a formula. The reason:

The rapid development of the Swann companies into new fields made it desirable in 1931 to create an institutional picture by means of advertising. When the salesmen entered markets opened by new products they met with the very natural question, "Who is Swann?" This question had to be answered in advance.

Institutional copy was therefore linked with business-paper and direct-mail promotion—all, according to the company's advertising agency, being carefully organized to familiarize the major markets with the characteristics of the company's goods.

It is a clear case of advertising to the consumer to reach the manufacturer—and thus making practicable the venture of salesmen into new markets, as described by Mr. Swann in the accompanying interview.]

**T**HE most obvious thing to do when sales fall off and general conditions get tough is to lay off salesmen and cut down on all selling efforts.

The logical thing to do—if a business has any faith at all in personal selling—is to inject new blood into the sales force and go out after new markets, new uses and new users.

Nine months ago, The Swann Corporation decided that there was business to be had in return for

the will to get it and the work needed to turn it up. Theodore Swann, president of this organization, which is the largest manufacturer of chemicals in the South, began as a salesman and has faith in selling. He sent men out to make a thorough survey of the market for his products. They started in Ohio, calling upon every consumer of chemicals from the largest of industries to the smallest of automobile service stations.

"So surprising were the results of this first fact-finding survey," said Mr. Swann, "that we determined to cover the entire country, State by State. To make sure that no plant would be skipped, we used the compensation insurance lists as a guide. In Ohio, our investigators turned up 756 plants to which we had never tried to sell—in fact, we didn't even know their names. These plants, our new market data showed, use \$16,000,000 worth of chemicals annually.

"In one territory where one of our subsidiaries has been operating for fifty-five years, the regular salesmen, following the methods of our investigators, went out and uncovered \$2,500,000 in potential business within three weeks.

## Results Depend on Work Done

"Our experience with this survey, which is still in progress, has convinced us that it is a sound policy, under present conditions, to adopt an aggressive program of expansion. In selling, as in anything else, results are always in proportion to the amount of work done. When selling is hard, it is necessary to work harder to get results—but results are sure to come.

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"Our business has increased month by month. In nine months we have nearly doubled the number of our product-accounts. During that period 12½ per cent of our total business has come from these new customers. And we are adding to our product-accounts at the rate of 300 a month.

"On the basis of the facts we have discovered—not on mere guesswork or hopes—we are increasing our sales force by more than 50 per cent. And we are opening additional sales offices in five cities—Boston, Baltimore, Pittsburgh, Charlotte and Dallas. We are also establishing resident salesmen in ten additional cities.

#### **Market Data and Research Work Together**

"An important feature of our market data survey is that it dovetails so productively with our research work. 'To find a better way' is the slogan of Swann Research and the impelling spirit of this separately incorporated subsidiary.

"We have spent more money on research than we have paid out in dividends. In the last year we have produced more than forty new organic chemicals. New uses for these newly developed products, as well as new applications for old products, are constantly being brought to light by this survey.

"To mention just one of these new uses, which means a broadening market for one of our products and an important saving to users, we found that garages and service stations were using gasoline to clean automobile parts and chassis. One of our products does this work. The product and the use would never have come together but for personal contact of our investigators and garage men.

"From this illustration you will gather that neither the purpose nor the net result of our market work is to take business away from others. In that case it would not be worth doing, for any gains that we might make could be easily taken away from us by similar tactics on the part of our competitors. We are not out for a tug-

of-war game of selling; we are seeking to discover new ways of increasing the total use of chemicals.

"The times are especially ripe for the kind of creative selling which brings new markets into existence, and which goes even further to find things that fill unawakened wants of consumers and industries. I believe the chemical industry has a peculiar opportunity to lead the country upward and onward from its present and temporary hesitation. This is particularly true in its relations with farming where production for food purposes has outrun present demand. The chemical industry has already given the farmer wider markets for his products, such as paper from Southern pines, the culture of the tung tree for its valuable oil, and a useful sugar from cotton seed hull bran.

"Better products are continually coming out of industrial plants as a result of the co-operation of chemical engineers. In tire making, in oil refining and the manufacture of textiles there have been rapid changes in the use of chemicals; so that the list of products used today would not jibe at all with that of even five years ago. In our own industry it is said that any process that is over five years old should be overhauled. With this constant progress and with all industry continually revising and improving its methods of manufacture, is it any wonder that personal, in-the-plant market research turns up a surprising amount of potential and actual business?"

When this company began its intensive market survey last August, a group of college men did the work. Every plant was visited and by personal interview the facts were learned about actual uses of chemical products—what kinds, how much, and for what purpose. The surprising wealth of facts which was turned up led to a change in the field staff.

With production activities slowed down, there were available men from the production and research departments. These men, equipped



### TO FIND A BETTER WAY

CRAMPTON the Chemist with the fact that in the past century we have progressed further and faster than at a thousand years before.

In his quest laboratory the Chemist is guiding the development of industry, and upon his discoveries today will our new industrial gains tomorrow.

As he dreams like form, new problems arise. He calls for raw materials with new properties. He calls for pure chemicals. He requires quantity production of rare and hitherto costly ingredients.

The Swann Corporation was created to help solve these problems. It is one who to serve the Chemist, stepping in with capacity and production facilities to find for industry a new way, a better way, of making the necessary raw materials on a commercial scale.

Swann Research has successfully served many leaders in American industry. If your progress has been impeded by the lack of an ingredient with certain chemical properties, perhaps Swann Research can help you to find a better way.



Division of The Swann Corporation  
Swann Research, Inc., Springfield, Mass. Swann Chemical Company, Springfield and New York. The Swann Research Company, Springfield, Mass. Swann Chemical Company, Springfield, Mass. Swann Chemical Company, Springfield, Mass.

### One of the Swann Institutional Advertisements That Help Prepare the Way for Salesmen

with specialized knowledge, were sent into the field when the scope of the investigation was widened to cover the country. It was found that the time was ideal for such work, because factory owners and managers were generally casting about for new and better ways of making old products and were also utilizing the slack period to plan production operations on new products. They were quite ready to discuss their use of chemicals and in a mood to learn about improvements.

To prepare the ground for field men a very brief letter preceded the call by ten days, to be followed by a second letter three days before the call. The first letter said simply, "I feel that you may be interested in reading the enclosed which appeared in (name of national publication)." Enclosed were two reprints of advertisements, one appropriately bearing the headline, "To Find a Better Way," and the other, "Tomorrow Lies in the Test Tube."

The copy admirably filled the purpose of making the corporation known and arousing interest. "If your industrial development is im-

peded for lack of an essential ingredient, turn to Swann as have many of the leaders of American Industry," said the closing paragraph of one advertisement. "Our chemists will gladly discuss with you the possibility of solving the problem."

The first letter was signed by the president. The second letter, which was also brief—only seven short lines—was signed by the manager of sales, and ran as follows:

"In an effort to learn whether your chemical requirements can be served to better advantage, we are making a study of consumer needs. It is our desire to provide the most economical and efficient distribution of chemicals.

"Our Mr. ——— will call on you in the near future and we hope you will find it convenient to see him."

With the second letter was mailed a four-page pamphlet headed, "The Explorers," which told briefly the purpose of Swann Research and set forth "a few accomplishments into which have gone the skill of the men and the scope of the resources that make up the Swann facilities for development and production of industrial materials."

### Varied and Striking in Nature

These accomplishments, told in six short paragraphs, were calculated by their variety and striking nature to interest and convince almost any manufacturer. One told of the production of food-grade phosphoric acid after long experiment by the first and only practical, commercial electrothermal distillation process—"at a price within the bounds of practical commercial operation."

Another told of a formerly rare and high-priced laboratory product which by research methods had been made available at 20 cents a pound, against its former cost of \$40 a pound.

Others told of new dentifrice bases which had enabled toothpaste manufacturers to make bet-

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#### *A Brief Letter Follows the Interview*

After the field man had called and reported to the home office, a third letter said briefly:

"The interview given our Mr. — recently is greatly appreciated.

"We hope to have the pleasure of serving you at some future time."

There was no enclosure with this letter, which was also signed by the manager of sales.

This market study has now covered twenty-three States, and is being continued with a field force of twenty-five men. More than 9,000 companies have so far been surveyed, in sixty-two different industries. In all, uses and users and sources of 287 different chemicals have been cataloged.

By using the punched card system of mechanical tabulation, it has been possible to keep the collection of data up to date in various forms. To find the location of most valuable markets for various chemicals, the data are tabulated by States and by industries in each State. In each case the tabulation is brought right home to the Swann organization by figures showing how much of each chemical is manufactured or jobbed, as compared with competitors. Other tabulations are made by chemicals and by industries and other variations which may shed light on markets or uses.

It is interesting to note that fully 90 per cent of the reports turned in have been made by men who have never sold. The Swann Corporation has not made any salary cuts. Instead, when men were released from production or research they were segregated into a new division and told to find jobs for themselves. The survey idea came to Mr. Swann last summer while

studying an industrial map of the United States which vividly pictured the relative manufacturing importance of the various States by oddly distorted boundaries. The survey work, its direction and its possibilities rapidly absorbed the transplanted engineers and technical men.

An experienced industrial marketing man has been brought into the organization to co-ordinate all survey efforts and facts and make the work most productive, particularly as to new and unusual uses. Various men have been assigned to make special studies of certain industries. Previously unrealized abilities have been revealed in a number of cases. Research men are making good on sales—probably because they don't know what a difficult job it is nowadays. The operating vice-president has been put in charge of a new district sales office. He has new ideas on marketing and in his new position he will have a chance to prove them up; if they make good, they will be extended.

No direct, personal selling effort is made in the cases of new prospects revealed by the survey until from sixty to ninety days after the field man's call. When the salesman does call he is armed with the facts and is prepared to discuss intelligently the problems of the manufacturer and offer a definitely valuable service. He carries informative booklets concerning chemicals and their uses for distribution where he deems advisable.

#### *Laying the Foundation for Future Business*

Theodore Swann impresses his salesmen with the idea that sales today or tomorrow are not now the all-important thing, but that it is important, through frequent contact with old customers and new prospects, to keep before them the willingness and the facilities of the organization to serve. The real objective of the present survey is to lay the foundation for building up the business in a big way when the tide turns.

"I am opposed to high-pressure

selling," said Mr. Swann, "for the good reason that it is unstable—it doesn't last. Emotionalized selling does not stand up in the cold light of the morning after the contract has been signed. There is always a reaction in the buyer's mind. Rationalized selling is soundly based and it gains in strength. The man who buys because the salesman has brought to him something which he wants and needs is pleased and satisfied after the sale is made, and his satisfaction grows with the use of the product.

"There is no place for oratory or high-sounding phrases which are soon forgotten. Facts are the best sales ammunition. The salesman who has the facts always has the edge on competition.

"Selling on facts means that some fact-finding work must precede the sale. The salesman must first find out what is the best material for the customer to use for a certain purpose and why it is the best material. The sales talk is then a simple, convincing statement of the facts; no argument, no high pressure, no brow beating.

"The job of the real salesman, as I see it, is that of bringing together the one who has a definite need and the product best suited to fill that need. That is quite different, if you follow me, from whooped-up selling of anything that happens to be on the market to anyone who can be high pressured into buying it.

"We try to carry the idea of service over into selling. It is constructive selling to supply a man with something new and better to fill an old need. An incident will illustrate the idea. A certain plant used large quantities of a chemical which was supplied in a sticky, gooey mass. Observation of the use of this material in the plant and talks with the buyer developed that it could be more easily handled and used if it could be supplied at about the consistency of brown sugar, so that it could be shoveled. Our chemists worked out a means of making it that way. That kind of selling has a quality of permanency.

"Our survey aims to go further

than that—to find new needs for chemicals not yet produced and to produce those chemicals by research. And, of course, also to find new uses and markets for the new chemicals we are now producing or developing.

"We are doing this because I believe now is the time to prepare for prosperity. I was told the other day—unbelievable as it may seem—of an industrial manager who was telling his salesmen that there was no use trying to sell anything today. His attitude was that 'you might as well go to the ball game or the movies.'

"To counteract that sort of do-nothing gloominess, I like to tell the story about the old colored man who prayed nightly without result. 'O Lord, Lord, send me a turkey.' Perhaps the simple but fervent prayer brought him the light. Anyway, so the story goes, he changed his prayer one night to—

"'O Lord, Lord, send me out to get a turkey.'

"And the next day, lo and behold—and let business take note—there was roast turkey in his cabin."

### Studebaker Merges Sales Activities

The S. P. A. R. Sales Corporation has been formed to carry out certain of the sales activities of the Studebaker, Pierce-Arrow and Rockne divisions of The Studebaker Corporation. F. G. Hoffman is president of the new organization. G. M. Graham, R. H. Faulkner and J. M. Cleary have been made vice-presidents. E. C. Mender will continue as vice-president in charge of the parts and accessory division, G. D. Keller will be general sales manager and L. K. Mauley, manager of branches.

Under the new set-up each unit will maintain its separate identity and will handle all sales promotion activity, including advertising, while the new sales corporation will supervise and co-ordinate matters of dealer policy as between the companies.

G. M. Graham will continue as vice-president of the Rockne Motors Corporation, with F. L. Wiethoff as sales manager. J. M. Cleary continues as president of the S. P. A. Truck Corporation, with C. H. Wondries as vice-president. R. H. Faulkner, recently elected vice-president of The Pierce-Arrow Sales Corporation, will also serve as vice-president of The Studebaker Sales Corporation.

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The Crown Prince of Sweden  
visiting Hans Osterman's showrooms in Stockholm



AKTIEBOLAGET

## HANS OSTERMAN

CADILLAC - LA SALLE - BUICK - CHEVROLET - GMC - FISK

TELEF. HANDELSHUSEN, HANS OSTERMAN  
OSTERMANSGATAN, 37, 101 00 STOCKHOLM  
TELEF. 4001, 4002, 4003, 4004  
HANS OSTERMAN & SÖNER  
GÖRAN OSTERMAN, HANS OSTERMAN, SÖNER  
VERKET, SKÖVDEGATAN 2 A, 101 00 STOCKHOLM  
HO/KE.

STOCKHOLM 7 April 21st, 1932.

American Exporter,  
370 Seventh Avenue,  
New York City.

Gentlemen:

We have read in the April issue about the booklet on automotive parts for popular priced cars, issued by the Pick Manufacturing Company.

Will you please ask the mentioned firm to send us this catalogue and also all the prices and either their net quotations or highest discount. We are namely dealing in a big way in such parts.

Yours very truly,

AKTIEBOLAGET  
HANS OSTERMAN  
*Hans Osterman*

### FROM SWEDEN

From a General Motors distributor comes this typical example of reader interest. This reader has the largest wholesale show rooms in Sweden. In the illustration above the Crown Prince of Sweden is seen signing the "visitors' book" at the Osterman showrooms.

## AMERICAN EXPORTER

World's Largest Export Journal ... 55th Year  
370 Seventh Ave., New York

# These 17

## Marketing and Advertising Men

... have come together in a new advertising agency. They believe they can contribute as an organization to a sound analysis of current advertising and marketing problems and can then apply experience and imagination to a profitable advertising solution under present-day conditions.



**H. D. ALLEN**  
*Account Executive*

Business experience includes publishing (agricultural trade papers), sales management of food manufacturers and distributors, several years with Curtis Publishing Company and as account executive with N. W. Ayer & Son and other prominent advertising agencies.



**C. DALY KING**  
*Treasurer*

Extensive training in banking, finance and merchandising. For several years general partner of Robert C. King & Co., of New York.



**M. J. CALDWELL**  
*Account Executive*

Merchandising and selling experience with sugar

refining and milling companies and specialist in the advertising of products in the agricultural field, having been associated with leading service agencies in this market.



**R. d'AUBY**  
*Account Executive*

For five years Far East representative, handling the accounts of large American exporters. Operated own manufacturers' sales agency to department and drug store trade in New York.



**W. B. GREENLAW**  
*Account Executive*

Organizer of own advertising agency in Louisville, subsequently becoming account executive with George Batten Company and F. Wallis Armstrong, Philadelphia. A specialist in the merchandising of products distributed through grocery and chain stores.



**J. D. HAMPTON**  
*President*

Newspaper training—Vice-President of the Boston Advertising Company, handling many important national accounts. With S. H. Benson, London, and Frank Prosser, Company, where he has the American Tobacco account for many years. Drew from Weber, Lynch Co., investment bankers to join this agency.



**PAUL HAYDEN**  
*Copy Director*

For the last fifteen years the key idea and copy behind many successful national advertising campaigns. Former connections have been with Wm. H. Rorer & Co., Eugene McGuffey, Philadelphia, The Black Company, the H. K. McClellan Advertising Company, Guenther-Law (financial advertising).



**H. L. HICKEY**  
*Secretary*

Extensive training in advertising division of Rand Co., industrial agency became P. H. Clarke Co. agency specializing in industrial accounts.



**H. T. HODGES**  
*Vice-President*

Specialist in the clothing and advertising files. For 20 years, a specialist in the clothing and advertising files. For 20 years, a specialist in the clothing and advertising files.



**LESTER H. HICKEY**  
*Account Executive*

Has served in editorial and important newspaper syndicate specialized in food and beverage with several large



**R. W. M. M.**  
*Vice-President*

Author, lecturer on psychology



**W. B. GREENLAW**

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**H. L. HICKS**  
*Secretary*

extensive training in the advertising division of Ingersoll-Rand Co., and other industrial companies. He became President of the Clarke Co., advertising agency specializing in industrial accounts.



**L. T. HODGSKIN**  
*Vice-President*

specialist in the merchandising and advertising of files. For 20 years sales manager for manufacturer of clothing and hosiery, executive with Merchants Trade Journal and Goods Economist.



**LESTER LEAR**  
*Account Executive*

has served in reportorial and editorial capacity on metropolitan papers and held important posts with newspaper syndicates. Has been specialized in handling food and beverage accounts in several large agencies.



**A. W. M. MARSTON**  
*Vice-President*

author, lecturer and author on psychology. Formerly

Director of Public Service for Universal Pictures, a Consultant in Psychology for Metro-Goldwyn-Mayer, United Artists and Warner Brothers. For some years Advertising Personnel Consultant in general practice.



**A. L. REINITZ**  
*Account Executive*

Formerly Director of Advertising and Sales Promotion for Peerless Motor Corporation. Has specialized in merchandising and advertising of automotive and food products. A previous instructor in advertising at New York University.



**C. H. W. RUPRECHT**  
*Account Executive*

For fourteen years Account Executive with Erickson Advertising Agency, handling a number of diversified accounts. For two years Vice-President and General Manager of the Southwick Advertising Agency, New York. Resigned position as Vice-President of Laporte & Austin to join this organization.



**HAROLD P. STOLL**  
*Art Director*

Studied art at Pratt Institute of Fine and Applied Arts. Two years in France. Has served as Art Director



**HARVEY C. WEAVER**  
*Manager—Radio Department*

A specialist in radio program production. Experience covers a wide range of entertainment feature production, including motion pictures and sound programs.



**FRANK M. WEBER**  
*Production Manager*

Many years' experience in practical printing, engraving and production. Has served, for the last twelve years, as Production Manager with New York City advertising agencies.



**CHARLES A. WEEKS**  
*Vice-President*

Former account executive with Hampton Advertising Company, and, later, Circulation and Promotional Manager of national magazines. For some years Advertising Manager, American Tobacco Co. Subsequently, President of Charles A. Weeks & Co., specializing in the advertising and merchandising of drug store products.

*We invite correspondence from a few progressive manufacturers who are seeking a new kind of keen, experienced guidance and wise counsel in merchandising, selling and advertising.*

**HAMPTON, WEEKS & MARSTON, Inc.**

*Advertising*

**44 Madison Avenue.....New York City**

Telephone Wickersham 2-9670

# Hardware Business Going Through Momentous Changes



New Lines and New Types of Customers Have Caused an Evolution

By Saunders Norvell

President, Remington Arms, Inc.

**F**ORMERLY annual retail sales of hardware in the United States averaged around \$1,500,000,000. These sales were made through 37,767 retail stores, whose stocks were valued at \$467,625,000. About 36 per cent of the total number of dealers do 75 to 80 per cent of the total business. Most of this merchandise was purchased from 725 wholesalers, who maintain a force of 9,500 traveling salesmen. Some of the larger jobbers, rated at \$500,000 do a volume of \$1,000,000 a year. In addition to their regular lines of hardware, many of the leading jobbers sell mill supplies and heavy hardware, consisting of iron and fabricated metals.

In 1919, there were approximately 600 manufacturers of hardware of good rating in the United States. By the end of 1931, this number had been decreased to 486, due chiefly to the specialization of many manufacturers on items that took them out of the hardware list and automatically threw them into electrical supplies, radio, sporting goods, farm equipment, and other classifications.

## ***A Diversity of Products***

Among the articles produced by manufacturers included in the hardware division are: Building hardware, casket hardware, furniture and cabinet hardware, locks, saddlery and harness hardware, trunk and suitcase hardware, airplane and motor vehicle hardware, and articles for the radio and electrical trades.

Of the annual output of these 486 manufacturers, which is valued roughly at \$230,000,000, 49.5 per cent was sold direct to manu-

facturers of automobiles, furniture, electrical supplies and kindred lines. To the wholesalers was shipped 33 per cent of the output, while the retailers received 13.2 per cent of it.

The balance of 4.3 per cent was retained by the manufacturers for their own wholesale branches. In addition, there were 250 establishments manufacturing cutlery and edge tools, with a total annual value of around \$82,000,000, much of which found its way into the hardware trade. Also, a large percentage of the \$112,000,000 worth of stoves turned out each year by 250 manufacturers is sold by the hardware trade.

## ***Women Enter the Hardware Store***

Originally the hardware store was a store for men. It has been invaded, as have so many other fields, by the woman shopper, whose increasing purchases have widened the stocks carried, made the arrangement of the stores more elaborate, and improved the general methods of distribution. In fact, women have become so numerous in the buying of hardware that they constitute 49 per cent of the customers of retail hardware stores.

Retail sales in 1931 dropped about 23 per cent below the record of 1930. Fully one-half of this decline was due to the recession in prices, which brings the decline in unit sales to a little more than 12 per cent. In many instances, tonnage moved was nearly on a par with the record of 1930. As the decline in sales for all types of business has been given as 25 per cent, the hardware trade fared better in 1931 than many others.

Momentous changes have been taking place in the sale of hardware. New lines have been added,

From an address to the Dixie Convention at Memphis, Tenn.

such as electrical devices, electric refrigerators, radios, vacuum cleaners, automobile accessories, tires, sporting goods, farm implements, etc., while other lines such as tools have been very seriously affected by the increasing use of steel and concrete in place of wood, also because of the fact that more finishing work on house trimmings is being done in the mills and less on the job by carpenters.

A curious evolution in the last few years has been the large increase in the use and sale of sporting goods in the United States. The sporting goods department in many hardware stores is one of their most profitable investments.

Many hardware stores carry a stock of as many as 12,000 items.

Nearly 50 per cent of the total sales of packaged paints are made through retail hardware stores. The sales of electrical appliances and supplies through hardware stores are in excess of \$150,000,000 a year. In the South and West, in contrast to the North and East, most hardware dealers sell farm-operating equipment.

Despite a season of slack sales, some dealers have built up profits by featuring aviation hardware supplies. Salesmen visit the local airports daily and solicit business for needed supplies. Being in a position to give immediate service, these dealers have the preference, as ordering the articles through distant cities would cause too much delay.

The cost of doing business by the average retail hardware dealer is estimated at 23.73 per cent of net sales. The common annual rate of turnover is 2.20 based on net sales. The average net profit on investment is 8.21 per cent, and annual average gross margin 26.01 per cent. Hardware stocks, of course, do not deteriorate the same as some other lines, and aside from a few seasonal items have a year-round demand. The invasion of the chain stores has touched the hardware trade but lightly, as only about 14.6 per cent of the stores are operated by chains, which account for 9.2 per cent of the total volume of business.

## "Coming Through" with Specific Information

DANIELSON & SON  
PROVIDENCE, R. I.

Editor of PRINTERS' INK:

Please accept our sincere thanks for your prompt and courteous reply to our recent request for references to articles which might serve as parallel cases from an advertising and merchandising standpoint to the promotion of such products as Talon Fasteners.

You were most generous in supplying us with such a broad list of references, many of which should be very helpful in answering some of the questions we have under consideration.

As usual, we have found your good organization constructively helpful, ready to "come through" with specific information when there is a job to be done. Many thanks again.

J. T. WALKER, JR.,  
Sales Executive.

## Changes in Pennzoil Company

Jay F. Vandeventer, executive vice-president of The Pennzoil Company, Oil City, Pa., has been made head of lubricating sales, with W. S. Zehrung, formerly head of the sales engineering department, as sales manager. B. S. Phillips, formerly advertising manager, and H. M. Jones, formerly assistant to the vice-president in charge of sales, have been made assistant sales managers. John L. King has been made sales engineer and E. F. Johnson, formerly assistant advertising manager, has been made advertising manager.

## Appointed by "Modern Packaging"

Alan S. Cole has been appointed Western manager of *Modern Packaging* and the "Packaging Catalog," published at New York. He will make his headquarters at 221 North La Salle Street, Chicago.

## "The New England Homestead" a Bi-weekly

Beginning with the issue for June 11, 1932, *The New England Homestead*, Springfield, Mass., will be published as a bi-weekly instead of a weekly.

## Advanced by Kelly, Nason & Roosevelt

Samuel E. M. Crocker, Jr., has been appointed manager of the new business department of Kelly, Nason & Roosevelt, Inc., New York advertising agency.

## Joins Sidney G. Law Agency

J. C. Hayden Evans, formerly with the production department of the McDonald Advertising Agency and before that with McConnell & Fergusson, has joined the Sidney G. Law Advertising Service, Toronto.





## Crowds of People! Plus Circulation!

Crowds of people filling stadia at the Xth Olympiad in Los Angeles! Throngs of delegates to the Shriners', American Legion, and other important conventions to be held on the Pacific Coast this summer! Crowds of people massed at beaches and Nature's playgrounds!

Taking advantage of low transportation rates available from May to October, they will mill up and down the entire Pacific Coast from Canada to Mexico.

These tourists, far in excess of the annual million of visitors to the Pacific Coast, will represent a cross-section of the nation's population. The All-Year-Club of Southern California and the Los Angeles Chamber of Commerce estimate that 500,000 visitors will be in Los Angeles alone for the period of the Xth Olympiad. They will be in a spending mood.

This will be Outdoor Circulation. In the cities—on the highways—Outdoor Advertising will deliver your message Effectively and Economically to them, as well as to the responsive resident population.

Space is being sold rapidly. Place your orders now.

**Foster and Kleiser**

COMPANY

GENERAL OFFICES: SAN FRANCISCO  
Operating plants in California  
Washington, Oregon and Arizona  
Offices in New York and Chicago

## It Is Spelled "Linage"

THE BLACKMAN COMPANY  
NEW YORK

Editor of PRINTERS' INK:

Will you kindly tell me in what issue of your WEEKLY you inserted an article on the spelling of the word "linage" or "lineage"?

This word has come up for discussion several times among us and I should appreciate quoting from your publication.

M. KUECKE.

ALTHOUGH there is still some dispute about whether the word should be "lineage" or "linage" the latest issue of the New Standard Dictionary gives "linage" as the preferential form. Following this authority PRINTERS' INK has adopted this form of spelling and observes that an increasing number of advertisers are doing the same.—[Ed. PRINTERS' INK.]

## J. B. Lyons Introduces New Product

A new product, lipstick tissues in packets, is being put on the market, both as an article of merchandise and as a medium of advertising. The packet is the idea of James Bernard Lyons, who formerly conducted an advertising agency under his own name at New York.

The packet is designed to meet the convenience of women in removing excess rouge from fingertips and lips. Each packet contains about eighteen double folded sheets and can be carried in handbag or cigarette case. Patent is pending, meanwhile the first concern to adopt the new product for the purpose of building good-will for its customers, is Richard Hudnut. The packets are similar in form to paper match holders and carry the distributor's or advertiser's name and message on the covers.

## Receiver Asked for "The Outlook"

A petition for a receivership in bankruptcy has been filed against the Outlook Company, New York, publisher of *The Outlook*. The petition was filed by creditors who are also officers of the company and editors of the magazine. These petitioning creditors are Francis R. Bellamy, president of the company and editor; William T. Adey, secretary and an associate editor, and Edward T. Hill, a director of the company and an editor.

## Fairman, Harford and Wiener in New Business

Leroy Fairman, for several years one of the contributing editors of *The American Perfumer*, Leroy C. Harford and Arthur F. Wiener, have formed a new merchandising and advertising business at New York, to be known as the International Art & Advertising Service.

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## H. L. Gage Heads Graphic Arts Group

**H**ARRY L. GAGE, of the Mergenthaler Linotype Company, was elected president of the American Institute of Graphic Arts at its annual meeting held recently at New York. Harry A. Groesbeck, Jr., of the Walker Engraving Corporation, was made honorary president. Charles Chester Lane, of the New York *Evening Post*, was elected first vice-president.

The following men were elected honorary vice-presidents: William A. Kittredge, Lakeside Press; Donald Rein, The Rein Company; Professor Paul J. Sachs, Fogg Museum; Brad Stephens, *Direct Advertising*; Edward L. Stone, Stone Printing & Manufacturing Company; Bruce McCallister, Los Angeles; Carl J. H. Anderson, Franklin Printing Company; Allen J. H. Eaton, Russell Sage Foundation; Otto F. Ege, Cleveland

School of Art and Western Reserve University; Henry W. Kent, Metropolitan Museum; Fred W. Main, Worthy Paper Company, and John Clyde Oswald, New York Employing Printers Association.

William Reydel, Newell-Emmett Company, was re-elected corresponding secretary. William C. Magee, Woodrow Press, and F. W. Sheaffer, Tri-Arts Press, were re-elected recording secretary and treasurer, respectively. Hal Marchbanks, Marchbanks Press; Critchell Rimmington, John Day Company, and Burton Emmett, Newell-Emmett Company, were elected directors for three-year terms.

## Changes on Los Angeles "Examiner"

The display promotion and classified promotion departments of the Los Angeles *Examiner* have been consolidated into one department to be known as the promotion department. Thor M. Smith, formerly classified promotion manager, will be manager of the consolidated department. Robert Sterner, formerly display promotion manager, has resigned to engage in free-lance art work in the East.

# THE QUALITY GROUP

ATLANTIC MONTHLY  
CURRENT HISTORY  
THE FORUM  
HARPERS MAGAZINE  
REVIEW OF REVIEWS  
SCRIBNER'S MAGAZINE

597 FIFTH AVENUE  
NEW YORK CITY



Recent investigations show that the Half Million and more Quality Group Families are actually spending far above the average ... a fact of immediate interest under present conditions.

37 out of every 100 incomes of \$5,000 and over in the United States are reached through The Quality Group Magazines ... as shown by the facts set forth in the recently compiled booklet, "Who Has Money?"—an analysis of current American Buying Power. Copy on request.

# What Groucho Says

He Has Discovered the Forgotten Man

TOLD you 'bout Adams' discovery of 38,844½ miles of adjectives in ads in one issue of *The Saturday Evening Post*? Well, I got Adams to tell me the high-mark winners in this Marathon of Adjectives.

He thought "better" was pretty high with "new" crowding it close and "delicious," "tasty," "grand," and a few others running very strong.

Then he said: "'Ordinary' is a big seller, too."

"How come?" asks I.

"Oh, comparing our juice with ordinary juice, our oven-crisped bread with ordinary bread, the carcass of our superior, full-corded auto tire with the bum carcass of an ordinary tire. Get me?"

"Get you," sez I. "You've discovered the 'Forgotten Man.' He's the feller Governor Roosevelt makes speeches about and the newspaper boys get all excited about, the guy whom Congress doesn't do anything for and the Charley Dawes Corporation won't lend any money to—see?"

"He's the guy who makes the 'ordinary' tooth-brush, the 'ordinary' golf ball, the 'ordinary' railroad train, the 'ordinary' cigar, the 'ordinary' shaving soap with the punk bubbles, the 'ordinary' mouth wash which still leaves you where the belle of the ball refuses to dance with you."

There's the Forgotten Man, my son. He makes "ordinary" paint, ice boxes, raises "ordinary" fruit which is short of vitamins. He's an awfully busy guy but he gets nowhere in advertising land. He's just the horrible example, the straw man whom the copy hound props up and knocks over.

Doesn't that make him a useful citizen? Say, I never thought of that. He's the tackling dummy in ad writing practice. Sure he's useful. But I'm not so sure that his products are on the market anywhere except in advertising land. If they are heotta get rich. He's advertised enough. Unfavor-

ably advertised, sez you? Not a bit more'n some of our big advertisers advertise themselves unfavorably.

No, son, this "ordinary" guy has got a fortune in his grasp. All he needs is identification. There's too many of him with the same name—like the Smiths and Cohens. He hasn't tumbled to his opportunities.

If you go to him and ask: "Say, mister, are you the guy who makes the 'ordinary' cheese that swell cheese maker knocks in his ads?" what would he do?

Would he admit that he makes "ordinary" cheese? Not he, so nobody gets the real benefit of the ad. Nobody cashes in when the swell cheese maker forgets to talk about his cheese and talks about "ordinary" cheese. Well, meebby not everybody.

The delicatessen man may carry a line of ordinary cheese and sell it to consumers, I mean consumers, cheese hounds in this case, people who eat it. Wonder what would happen if the delicatessen man put up a sign, "This is good ordinary cheese, at good ordinary price."

Have I gone dippy? Well, I haven't been quite myself as an "ordinary" ad man since Adams pulled his adjective research, I'll admit that.

Now 'bout that idea that Skippy got outa the adjective research—ain't got time to tell you about it today. It's a big idea and I wanta tell you all about it.

Oh, yes, Skippy's an adjective expert. Got his system down to a cinch. Only uses two. A thing with Skippy is either "lousy" or "swell." What more adjective equipment does a man need?

GROUCHO.

## Complaint Dismissed

The Federal Trade Commission has dismissed a complaint charging the General Cigar Company, Inc., New York, with entering into agreements with wholesalers regarding "exclusive territory" arrangements. Commissioner Edgar A. McCulloch dissented.

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Editor of

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# Past Profits vs. Future Profits

Editor of PRINTERS' INK:

Reading your article on "The Small Manufacturer,"\* confirms a belief I have held for a number of years. First, the banker is *not* a business man. Secondly, he is not at all interested in potentialities. He has not enough business ability to see any further than immediate profits. If a business is not making money, he wants none of it no matter what it promises for the future with the assistance of money properly expended in necessary promotion.

I have seen many businesses in which, because profits were being shown, the banker went in—almost invariably demanding control—and financed expansion far beyond demand; and when profits dwindled he positively choked the business almost to death by cutting and paring and putting a representative in charge of the business who knew nothing about it and thought only in terms of dollars and cents.

The manufacturer (producer) has his proper place in the sphere of things. The banker also his, and a healthy co-operation between them will buy advertising absolutely necessary in merchandising today to

the end that with a good, quality product properly promoted both manufacturer and banker will make a reasonably good profit—which is all to which they are entitled.

In our comparatively small field, although highly competitive, some eight or ten manufacturers have launched their business ships, risking all their savings in unflinching belief in the quality and acceptability of their products.

Working early and late, advertising modestly as their finances will permit and, as the business grows, taking on salesmen and putting every dollar possible back into the business such men as these have built the business of the United States.

In the main they have faith, courage, and a conservative optimism backed by intelligent hard work. The banker who recognizes these virtues and does his part in the development is a wise man indeed.

In our field The Godefroy Mfg. Co., Croxon Co., Linit, Cellulose Products Corporation, Ey Teb, Nestle-LeMur, La Gerardine and a number of others have shown considerable courage and I believe are being rewarded.

FREDK. J. POPE,  
Publisher of "Toilet Requisites."

\*"The Small Manufacturer Now Has His Opportunity," May 12 issue.

## Appoint Radley & Crawford

The *American Nurseryman*, Rochester, N. Y., and the *National Retail Grocer* and the *National Wholesale Grocer*, both of Chicago, have appointed Radley & Crawford, publishers' representatives, New York, as advertising representatives in the Eastern territory.

## Joins "The American Sheep Breeder"

Vern Anderson, formerly with the Standard Farm Paper Group as representative in the Northwest, has been appointed advertising manager of *The American Sheep Breeder*, Chicago.

## New Business at Rochester

The Livingston Advertising Agency is the name of a new business which has been formed in Rochester, N. Y., with Arthur R. Patterson as its executive head. Offices are at 75 State Street.

## E. N. Jones Starts Own Business

E. Newell Jones, since 1928 with the Fisk Rubber Company, Chicopee Falls, Mass., has established an advertising business of his own at Springfield, Mass. Offices will be located at 1637 Main Street.

## Lionel Trains to Fuller & Smith & Ross

The Lionel Corporation, New York, manufacturer of Lionel electric trains and accessories, has appointed Fuller & Smith & Ross, Inc., advertising agency of that city, to direct its advertising account.

## Death of C. S. Ausbon

C. S. Ausbon, advertising manager of the Norfolk, Va., *Times-Advocate*, died recently at that city. He was thirty-nine years old.

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An Industrial Catalog that Features Pictures . . . . .	<input type="checkbox"/>
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*Check those articles you don't want to miss—then thumb through the issue and skip what you dare*

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# *of the* JUNE ISSUE OF PRINTERS' INK MONTHLY

Statistically interpreted—which is a deadly way of interpreting a live issue—those 26 titles on the opposite page shape up this way:

48 pages of text (you'll like the layouts)

68 illustrations (not a bad gallery of current advertising art)

83 manufacturers whose advertising and selling activities and experiences are discussed (a veritable advertising who's who)

*We'd like to go into raptures about some of the articles. However, space must be left for the coupon—you may want to use it.*

PRINTERS' INK MONTHLY, 185 Madison Ave., N. Y. C.

Gentlemen :

Please send me PRINTERS' INK MONTHLY for the next year, beginning with the June issue. I'll expect you to send an invoice for \$2.00 to cover my year's subscription.

Name \_\_\_\_\_

Company \_\_\_\_\_ (position) \_\_\_\_\_

Street \_\_\_\_\_

City and State \_\_\_\_\_

# Etymologists Needed

Editor of PRINTERS' INK:

In your February issue of PRINTERS' INK MONTHLY there was an article by Heyworth Campbell, titled "Going Buckeye Vengefully—But Intelligently."

We are wondering where the expression "Going Buckeye" originated, and what it means or refers to. Perhaps at the risk of being considered unsophisticated, we, right here in the Buckeye State, must admit that the expression is entirely new to us.

Please do not print this inquiry, but we would appreciate your advising us by mail what light you or Mr. Campbell can throw on our query.

WE respect the wishes of the gentleman from the Buckeye State for anonymity. But we are more than surprised—in our fond belief that slang spreads like bad news—to learn that the nomenclature of the advertising profession in Ohio is devoid of the expressive phrase, "Going Buckeye."

Of course, its advertising meaning has not the slightest association with the term as applied to the

State of Ohio, long dubbed "buckeye" because the buckeye, or horse-chestnut tree, flourishes there.

We asked several initiates of the craft to help us define the term. Here's what various knowing ones replied:

"'Buckeye' implies that kind of an advertising job that is hard-boiled—either idea, copy, cut or execution that is the opposite to a refined, subtle and distinguished job."

"Crude."

"Black, inartistic, no restraint, lacking in taste."

"'Buckeye' is rough diamond—lacking refinement—terrific wallop."

"Lacking taste, no art."

"Buckeye" is all of that. But how the term originated or who gave it currency must await the investigation and deliberations of a commission. Perhaps some of our philological readers can settle the question.—[Ed. PRINTERS' INK.]

## Radio Industry Sets Its Sights for Better Business

More new products were on display at the annual radio trade show, held in conjunction with the convention of the Radio Manufacturers Association at Chicago last week, than at any time during the last five years. This industry, J. Clarke Coit, retiring president of the association, asserted, is wagering \$200,000,000 that business will improve in the next twelve months. Expenditures made and to be made in the next few months on new machinery for product improvement, raw material, wages and advertising will reach that sum, he predicted.

Fred D. Williams, the new president, urged the need for radio manufacturers to adopt a common slogan and merchandising plan in order to promote the industry's sales. He is president of P. R. Mallory & Company, Indianapolis.

Other new officers are: First vice-president, Harry A. Beach, Stromberg-Carlson Telephone Manufacturing Company; Rochester, N. Y.; second vice-president, Meade Brunet, R C A Radiotron Company, Harrison, N. J.; third vice-president, Leslie F. Muter, Muter Company, Chicago; treasurer, E. N. Rauland, Rauland Corporation, Chicago.

## Aviation Publications Combine

Airports and Airlines has been combined with Aviation Engineering. Both magazines are published at Flushing, N. Y.

## F. A. A. Plans Convention Exhibit

Henry L. Parker, manager, business extension department, Detroit Savings Bank, has been appointed chairman of a committee to arrange a financial advertising exhibit which will be one of the main features of the annual convention of the Financial Advertisers Association at Chicago in September. Associated with Mr. Parker on the committee are: Raleigh E. Ross, vice-president, Mason Warner Company; James S. Baley, Ficks Studios; W. G. Dunne, advertising manager, Chicago City Bank & Trust Company; Walter E. Lux, assistant cashier, Woodlawn Trust & Savings Bank; and J. J. Levin, advertising manager, A. G. Becker & Company.

A new feature of the exhibit this year will be a historical display of bank advertising used in 1915, the year of the organization of the Financial Advertisers Association. This historical exhibit, it is planned, will form the foundation of a permanent display showing the evolution of bank advertising to be placed in the central office of the association at Chicago.

## Appointed by "Christian Herald"

Wells Constantine, Sr., advertising representative of Travel, has been appointed also to represent the Christian Herald, New York, on all Eastern travel and resort accounts.

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## Advertising Manager Is Ideal If He Functions This Way

(Continued from page 6)

in America owning ten or more of his trucks, and everyone who had operated one of his trucks for more than 100,000 miles. To give this story unity and coherence he created the idea of an annual roll call of fleet owners and 100,000 mile performances. By delving into the relationship of his company with its public he found an advertising message and a new and more effective sales story.

I think that if we take these six examples, we see advertising managers functioning in keeping with the ideal plan, namely:

Interpreting the public and the dealer to their companies, and in turn interpreting their companies to the public and the dealer.

These men I have described functioned as interpreters with a splendid lack of consciousness of hair-splitting differentiations between sales manager and sales promotion manager, between advertising manager and distribution director, wholly unconscious of departmental definitions, and with but one thought, knowledge that would aid in the selling of their products. And they have looked for this knowledge in but two places, in the public mind and in the dealer mind.

### They Are Not Stepping on Others' Toes

It might be said that they were stepping on the toes of their associates. No! Not so long as they recognized that the two most vital relationships in business today are with the public and the dealer, and not so long as they went about the job with the sincerity of seeking facts that could be translated by salesmen and printed pages. Not so long as they were motivated by a co-operative desire to make all of the different elements of selling harmonize and work together was there any danger of trampling on the toes of others.

I think these men recognized deep down within themselves that any effort to build and cement their company's relationship with dealers in any terms but profit was a total waste; and that any effort to consolidate their company's relationship with the public in any terms other than the service and attractiveness of their product was a total waste. And I am confident that they viewed any effort to develop organization activities as waste which did not train and help their men sell in terms of service to the consumer and profit to the dealer.

### Defining an Advertising Manager

So that the definition of an advertising manager that I should like best is this: He is the interpreter of his company in terms of profit to the dealer; the interpreter of his company in terms of the product, its service and attractiveness to the public, and, in turn, the interpreter of dealer needs and consumer demand to his own company.

Such a man will not lose his identity through prattling the lingo of advertising. He will never becloud his vision by becoming lost in the technique of advertising. He will never be satisfied to be even a good advertising purchasing agent. He will not feel pride in being a good copy writer. He will not dissipate his enthusiasm by muck-raking advertising rates and agency commissions.

He will not do these things because he knows that they do not lead to the so-called advertising expert nor to valid interpretation of his company, but rather would lose him in the intricate maze of advertising technique.

Certain it is that no product that lives any length of time on the market does so but for two reasons; somewhere, somehow, to its consumers it renders either an economic or social service, and to its dealers it renders an economic service.

In rendering these services there are stories enough on any product in the world to load the guns of

## NIELSEN-EASTMAN Market Surveys

answer authoritatively the questions—What have you got to sell? Whom have you got to sell? How have you got to sell? Not in terms of past experience, which today is of doubtful value, but in terms of present day requirements—based on indisputable facts gathered scientifically from those who buy and sell and use your product.

### A. C. NIELSEN COMPANY Marketing Engineers

R. O. EASTMAN  
Chairman

A. C. NIELSEN  
President

4450 Ravenswood Avenue, Chicago  
500 Fifth Avenue, New York

## AN UNCHANGING MARKET

The Y. W. C. A.'s maintain

BUILDINGS  
CAMPS  
CAFETERIAS  
HOTELS  
GYMNASIUMS  
RESIDENCES

Supplies and Equipment are constantly needed in the operation of these units.

If you can supply this need, the most economical way to reach the buyers for the Y. W. C. A.'s is through the advertising columns of their national magazine.

### THE WOMANS PRESS

600 Lexington Ave., New York  
PLaza 3-4700

all the various types of managers and directors. It matters not the detail to which the selling function of a company has been sub-divided. There is advertising ammunition and sales ammunition, and here is the one place to seek a genuine advertising manager. For the public, it must be sought in terms of the product and for the dealer it must be sought in terms of circulation, sales volume, gross profit, net profit, and secondary sales, or possibly in terms of some wholly unexpected influence upon other parts of the retail business.

In looking at advertising from this viewpoint we will see it as a means to an end and never as an end in itself—will see it as a means to but one end: Sales.

From this viewpoint, whenever we look at an advertisement there must come to our minds Edgar Allan Poe's dictum on the short story, and well he might have been talking about advertising. He stated that the purpose of the short story is to achieve a single effect and that it must proceed directly to the achievement of that effect, omitting every single detail and idea that does not contribute to the main purpose. Such a formula for advertising admits of no basis but facts and knowledge. Such a formula, in the words of Kenneth Hunt, of the Champion Coated Paper Company, will demand that an advertising manager spend little of his time in his office and most of his time with the public, the trade, and his own men in the field.

When he returns from such contact with the public, trade and field organization, he will find that the facts he has gathered will have a peculiar way of dictating their own usage. He will find that this knowledge energizes both sales and advertising groups.

This hypothetical advertising manager that I have attempted to describe is, of course, thinking ahead, but of equal importance with vision is the fact that he is thinking of his job day by day in the proper terms and sees it in its proper relation to the whole function of selling.

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title or his position in his company. He knows that a second lieutenant commanded a French division in action, and that titles do not matter. He is not worried about the attitude of his superiors nor the attitude of his advertising agency. He knows that the kind of facts he is dealing with will bring others to him. He is not worried about attending executive conferences. He knows that the knowledge he is drawing from the company's vital relationship will create executive conferences. Least of all is he interested in the approval or disapproval of other advertising men, for he has ceased to look at advertising for advertising's sake, but sees it merely as an integral part of selling.

It matters little the method of organization or departmentalization in which a company's merchandising effort is expressed. Sales manager, sales promotion manager, research director, advertising manager, distribution director—they may each be as separate as the fingers of a hand, and yet have coherence of function and unity of purpose of the entire hand. This will be true provided there is the common objective of sales to be arrived at through a sound interpretation of distribution and consumption.

It is by this line of reasoning that I see the full, well-rounded function of an advertising man as the interpreter of his company to its dealers and public, and *vice versa*, the interpreter of the dealers and public to his company, rendering in this fashion the maximum service to his organization.

### Joins San Francisco "Examiner"

Nathan Danziger, previously sales promotion manager of the Langendorf United Bakeries, has been appointed director of marketing of the San Francisco *Examiner*.

### Armstrong Cork Elects W. R. Hill a Director

William R. Hill, president of Sargent & Greenleaf Company, Rochester, N. Y., has been elected a director of the Armstrong Cork Company, Lancaster, Pa.

## "the NEWARK EVENING NEWS has always produced very good results for us.

"Your paper is at the very top of our list, from the standpoint of coupons received and sales made."

This glowing tribute attests the unusual pulling power of the NEWARK EVENING NEWS; it practically certifies its influence upon the spendable dollars in the pocketbooks of its readers. Yet, it proves something more than that. It proves that the families who make up the great growing NEWARK market have money to spend, not only for the necessities, but for the other things in life as well. It proves it conclusively because this advertiser\* sells a present-day commodity that is not a vital necessity. This advertiser sells service—at a price. Something more than mere words is required to do this selling job.

\*Name on file

## Newark Evening News

EUGENE W. FARRELL  
Business and Advertising Mgr.  
215-221 Market Street  
Newark, New Jersey  
O'MARA & ORMSBEE, INC.  
General Representatives  
New York Chicago Detroit  
Los Angeles San Francisco

# Sales Planning That Prevents Factory Shut Down

What Procter & Gamble Are Doing to Minimize Speculative Buying  
Through Scheduling Factory Production

By Stockton Buzby

Vice-President in Charge of Sales, The Procter & Gamble Co.

[EDITORIAL NOTE: Scheduled production may be all right in theory but how does it work out in actual practice? What flexibility must such a plan have to meet emergency conditions? These questions were answered by Mr. Buzby in his description of the methods being used by his company, as he set them forth at the recent convention of the Association of National Advertisers.]

His discussion amplifies certain aspects of the plan from the viewpoint of its relationship to distribution and, in addition, brings up to date the workings of the plan which R. R. Deupree, president, described in the April 17, 1930, issue of **PRINTERS' INK.**]

**F**OR many years prior to the War, and for several years after, our plants operated on a fairly irregular basis. Men were constantly laid off for periods varying from one week to one month and, in some cases, more. This caused the individual to be constantly in fear of losing his job, and when he did lose it, it very often meant privation to the individual and to his family. The company felt that it could and should work out some plan that would give the man who is willing to work an opportunity to earn a living for himself and his family at all times, and also it felt it highly desirable to retain men trained in the business and make it unnecessary for them to seek work elsewhere.

We had been working with sales quotas and estimates for years, but a close examination of these figures showed that they were not sufficiently accurate to use as a basis for production, and we turned first to our sales department for more accurate estimates of what they

expected to sell by brands and by total. The status and prospect of each brand were carefully analyzed by our twenty-four district managers. They made their estimates, and these were carefully checked by the management, and as a result figures were set for our annual production basis.

We realized, of course, that while the movement to the consumer was fairly uniform, soap was still purchased by the trade in waves. Prior to the War, these peaks and valleys had been much greater than they were in the period following the War.

Prior to the War period, as basic fat markets became strong and advanced, dealers bought heavily, urged on by the manufacturer, and it was not uncommon to find a wholesale grocer or even a retailer with from three to six months' supply of soap in stock. These buying waves brought about a rush of orders and the consequent demand for fats on the part of the manufacturer automatically put up the price of soap so that the dealer was able to make a speculative profit. While this speculative buying decreased after the War, it was not altogether eliminated.

We realized that if the speculative buying was further eliminated or minimized the question of scheduling factory production would be easier, and our own organization talked and worked on the advantages of turnover to the trade.

## **Scheduled Production Began Ten Years Ago**

Our first attempts at scheduled production began in 1922. We felt our way carefully and made our first estimates on a quarterly basis, and by the middle of 1923 we were practically working on our present basis, which is to make our

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estimates not later than the middle of November for the following calendar year. Our basis is a minimum schedule of forty-eight weeks per year, the same number of boxes of soap to be produced each week in the year.

This plan, after it had been in practical operation for a year and a half, proved its feasibility to such an extent that we felt perfectly safe in going to our factory employees with an absolute guarantee of a minimum of forty-eight weeks' steady employment during the year.

#### ***Schedules Have Always Been Maintained***

The plan has now been in operation for over nine years, and we have gone through good times and bad. We have had our difficulties in developing the plan, but we have maintained our schedules each and every year, and with the leeway that we had, we have never yet missed our objectives.

It does not upset the plants' basic production schedule to have slight variations made in the monthly production by brands, provided the total boxes produced is not changed and they have ample warning of these slight brand changes. A variation of 10 per cent up or down on standard brands is permissible, but is not used except when necessary to take care of extreme emergencies.

We review our schedules carefully the twentieth of each month for the month to follow. Prior to the start of each quarter of the year, we very carefully check results against schedule to see that the introduction of new products or some special promotion of old ones or changes in sizes or packs are properly taken care of and the factory has ample warning of our requirements.

One of the difficulties that we have been confronted with is the fact that buying waves have not been eliminated. This simply means that during certain periods of the year we must provide storage space for excess production, but if our estimates are correct, these stocks are soon consumed as the

buying wave then comes along.

For example, January, February, July, and August over a long period of years can be considered subnormal months. March, April, November, and December can be considered normal months. May, June, September, and October are above normal. Each year the curve seems to flatten out, and the variation between these subnormal and abnormal months and the normal months is so slight that in the last few years the maximum excess stock that we have had to carry has been less than a normal thirty-days' business.

The fact that we start the year with subnormal months enables us to go into the new year with minimum stocks which we try to keep properly balanced. The sales department uses special drives and offers to balance stocks, if necessary.

Our studies showed us that advertised products moved more normally month in and month out to the consumer than what we term "non-advertised" or "price brands."

The increase in the percentage of our business being done on these advertised items has also helped to solve our problem of steady factory production. If we look back at our sales figures of 1900, we find only 25 per cent of our business on advertised or semi-advertised brands; 75 per cent was the "price brand" class. If we look at our business for 1931, we find that 75 per cent of our volume is on our advertised brands and only 25 per cent in the price class.

#### ***Other Activities Also Planned in Advance***

Management has received far more benefits from this plan than we ever thought possible when we started to work on it. We are not only able today to schedule our factory production but we schedule our purchases, our advertising and our financial requirements. When the buying department receives the schedule on January 1, it can convert that into materials which it knows it will have to buy in the calendar year to come. It can go to the suppliers of our con-

tainers, cans and other things and give them guaranteed production and take a minimum quantity which is established by that minimum schedule every month and every week throughout the year.

This has materially benefited us in the price paid for those products.

The buying department can also advise the financial department exactly how much money it will require for the purchase of supplies each month during the year. The advertising department knows exactly how much money it is going to have to spend. Our appropriation is made on the previous year's shipments on a per box basis, and the only variation permitted from that is a special appropriation to promote a new product, or to take advantage of some very opportune moment for special promotion of an old one and that isn't enough to disturb the picture.

A very important thing in this whole picture is the fact that the sales organization feels a definite responsibility for selling the quantity of goods it has estimated it could sell. It knows that the company's entire plan of operation is based on these estimates and it has proved an incentive more powerful than anything else that we have ever been able to devise. It knows exactly where it stands against its estimates and against its quota, which are two separate figures, every day in the year. If it is falling behind, if we get into brand trouble, let us say, on some one product, we have the privilege and the right of special stimulation to bring that product up to schedule and to lower stock, provided it is not caused by this buying wave. Those are things that we have to take into consideration.

The workingman who is sure of his job is a much freer individual and gives much more of himself to his work, and if guesswork is largely eliminated in management, management is surer of its action. Confidence and faith in the organization are increased for each individual in the organization, and while we make no attempt to offer our plan as a panacea for the ills

of some industries, we do know that it has worked wonders in our own case.

Our scheduled production plan has been through a very trying period for the last year but we have no cause to regret that we attempted and installed it. It has been adhered to 100 per cent with our factory workmen who were entitled to its benefits, and we fully expect to continue it.

### Librarians to Meet

The twenty-fourth annual convention of special librarians and research workers will be held at Lake Placid, N. Y., from June 13 to 17. Special sessions will be held for the association, insurance, civic, commercial, financial, museum, newspaper and various groups representative of membership interest.

Miss Alta B. Clafin, librarian of the Federal Reserve Bank, Cleveland, will preside. The convention program centers around the theme of changing times and their relation to a greater need for fact finding.

### To Bring Out "Twenty Grand" Cigarette

In May, 1931 the Kentucky Derby was won by a colt named "Twenty Grand." Wood Axton, president of the Axton-Fisher Tobacco Company, maker of "Spuds," thinking the name had possibilities as one for a cigarette brand, immediately planned a cigarette under that name. The company is now planning production and marketing for the brand which will probably retail at 10 cents to meet competition in that price field.

### Appoints Small, Kleppner & Seiffer

The American Earphone Company, New York, acoustical devices, has appointed Small, Kleppner & Seiffer, Inc., advertising agency of that city, to direct its advertising account.

### Appointed by "Popular Mechanics Magazine"

*Popular Mechanics Magazine*, Chicago, has appointed C. C. Stevens, vice-president of Reincke-Ellis Company, advertising agency of that city, as advertising counselor.

### Advanced by Pick-Barth

Charles L. Scripps, for the last twenty years a member of the Chicago sales staff of the Albert Pick-Barth Company, Inc., has been appointed sales manager of that company.

### Appointed by Wertheimer

Mark Mitchell has been appointed space buyer of the L. D. Wertheimer Company, Inc., New York advertising agency.

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## Gives Each Product in the Line an Advertising Break

**T**HE advertiser whose factory turns out a family of products is continually being nagged by a triple-edged problem.

If he concentrates his advertising on a single item in the perhaps on a handful of others, he is perpetually faced with the thought that the other members of the family are being unfairly neglected. If he attempts to cover a good part of the line in his advertising, by featuring a group of products in each advertisement, he is accused—or accuses himself—of scattering his fire. Should he attempt to play up the family as a unit in each advertisement his copy is bound to be institutional, and institutional advertising is not enjoying much repute these days.

Armour and Company, in their 1932 periodical campaign, have solved this delicate problem by a clever utilization of basic principles of pictorial treatment and layout. Each full-page Armour advertisement (incidentally, these pages are appearing in full color, attesting Armour's continuing faith in advertising) now refers, by picture and text, to four or five items in the line.

The pictorial trick employed is based on the theory that when products are logically grouped they form a cohesive unit and each element in the unit gets proportionate attention. Thus, the principal illustration in these advertisements will show a neatly arranged plate containing ox tongue, corned beef and Vienna Sausage. On the same table, appear a package of the sausage and a package of the corned beef. They serve to complement the main element, in no wise distracting attention.

Similarly, the two lower corners

of each advertisement contain small illustrations picturing other of the company's products. The entire advertisement, in fact the complete series, is tied together with a sort of banner, which appears between the main illustration and the two

[illegible]

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.  
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHland 4-6500. President, J. L. ROMER; Vice-President, ROY DICKINSON; Vice-President, DOUGLAS TAYLOR; Secretary, R. W. LAWRENCE; Treasurer, DAVID MARCUS.

Chicago Office: 6 North Michigan Avenue, Gove Compton, Manager.

Atlanta Office: 87 Walton Street  
Geo. M. KOHN, Manager.

St. Louis Office: 915 Olive Street,  
A. D. McKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager.  
San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Canada \$4 plus duty \$2.60 a year. Foreign \$5 a year.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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ROY DICKINSON, Associate Editor  
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London: McDonough Russell

NEW YORK, JUNE 2, 1932

This editorial was written before the Senate's midnight action in rejecting the sales tax and substituting other measures. We still feel that the sales tax offers the best solution of the budget problem. We have serious doubts as to whether the special excise taxes, increased income taxes, etc., will come anywhere near balancing the budget in view of the greatly reduced volume of business and profits.

## Give Us the Sales Tax

The Association of National Advertisers, in declaring for a general sales tax, promulgated a message of great significance.

A few months ago it would have been impossible for this outstanding body to get together unanimously on any such platform. The members, the same as most other people, were probably not opposed to the tax so long as it applied to the other fellow—a perfectly

human attitude for which no excuses need be made.

But members of Congress, in their ridiculous playing around with the vital matter of balancing the budget, have messed things up to an extent that has had a most detrimental effect on general business.

Business, it seems to us, did a bright thing in expressing an affirmative view in favor of the sales tax—even though some of the industries making the recommendation are already subject to a specialized sales tax. It does no good to fight the sales tax on the thesis that the deficit was caused by wildly ridiculous extravagance by bureaucrats and others who are adept at spending other people's money. The crisis has to be met regardless of who created it.

We understand it is getting pretty hot down in Washington—the weather we mean. The lawmakers are now speeding up on this account and are showing signs of closing their talk-fest and getting out for the summer. They are apprehensive, too, that they may not be able to visit Chicago at the time of the two national conventions.

If the judgment expressed by the A.N.A. is any criterion we think general business is inclined to send to Congress a message which in effect would say:

Give us the general sales tax as quickly as you can. Then go to the Chicago conventions or any other place you like.

## Sawing the Limb

It is no more than natural that competition should increase in direct proportion to the difficulty of getting new business.

True in manufacturing and retailing, the fact is true also in the selling of advertising agency service.

No one can object to constructive competition in this field or in any other. When it takes the form of the submission of new ideas, broader opportunity for manufacturers, a realization that the interest of the agency is tied up with that of the manufacturer, competition is not only inevitable; it is sound.

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are snipers abroad in these hard days who do not hesitate to slur the job being done by the present agent. Some of them go so far as to saw at the limb on which all are sitting.

They do not hesitate to pick out an advertiser whose present agency has given him a new idea which is now increasing sales, and suggest that a change from large space with the idea in it, can easily be supplanted by small space which goes back thirty years in its reversion to the old "card" type of copy.

The only thing being emphasized by these snipers is that two inches single column cost less than half-pages, that very small space with a name, a picture of the product, a few words and an address, can now be used to take the place of larger advertising which has proved its ability to build profitable sales. By this sort of destructive competition a small but active group of agencies is weakening the whole structure and function of sound advertising.

Instead of selling it as a part of progressive sales strategy these men are talking about advertising as if it were a part of wasteful overhead which may be cut arbitrarily without harm to present sales and future acceptance. This sort of sniping, unfair and unsound, should be stopped because it doesn't make sense.

### Without Adjectives

Poems without adjectives—not a jest but a fact. An editorial in the *New York Times* tells of a banquet in Paris at which a group of poets gathered for a reading of their compositions, which as a novelty for entertainment, had to be written without adjectives.

Imagine poems stripped of color! Without adjectives, it seems, poems would be in the manner of music without cadence, pictures without pigments, men without spirit—austerity, rigidity of death.

And try to imagine advertisements without adjectives! It would seem an impossibility. But take an advertisement which has a message,

and cross out the adjectives. The result may surprise you. Adjectives are not a necessity. They clothe the anatomy of copy, but they also sap its strength. Adjectives have a way of turning facts into claims.

If your story can be told without adjectives, it is the kind, you may be assured, which does not require trappings. If it cannot, then the elimination of adjectives will reveal the lack of substance.

We did not suspect the pervasiveness of adjectives in thought and composition until we tried to write this without their aid.

### Slandering Advertising

Switching and substitution are much used words in the drug trade these days. The recent action of American Manufacturers of Toilet Articles in condemning derogatory statements at the point of sale were a direct attack at those practices.

This all means that the hidden demonstrator is working overtime to justify her pay-check. Go into a department store. Ask for an advertised cosmetic. The chances are even that the blonde behind the counter will tell you how poor the product you want really is and how well another product will serve you. She will neglect to say that she happens to be getting \$20 a week and a commission on all sales over \$150 or \$200 worth of that product.

What is the reaction of the consumer? If she is a constant user of cosmetics in the course of a year she will hear a number of preparations slandered.

What is the effect on advertising? An executive of a leading toilet goods house tells *PRINTERS' INK* that he believes that the hidden demonstrator is succeeding in greatly curtailing the effectiveness of all cosmetic advertising.

The toilet goods manufacturers with a few exceptions are heartily sick of the situation. Publishers and advertising agents are beginning to realize that the \$20 blonde may be tough competition.

Isn't it about time that all of these people got together and took



concerted action against a practice that is weakening advertising at a time when it needs all the power that it can muster?

### Advertising's "Reason Why"

Some people have the notion (we were going to say "think") that these are bad times to advertise. But people who think are siding more and more with those who hold that these are good times, very good times to advertise.

The reason is not new. But in last week's issue of PRINTERS' INK, President Skinner, of the Philadelphia Storage Battery Company, put it in plain and convincing language worth repeating.

"You can buy a market much cheaper," he said, "when nobody else is making a serious bid for it than you can when everybody else is spending just as much as you are. We are getting more for our advertising dollar today than we ever did before; that is why we are spending so largely, so confidently and so willingly."

Mr. Skinner supplies, not only a "reason why" for putting advertising dollars to work now, but also an answer to those who question costs. It is not what the advertiser pays, but what he gets that counts. Mr. Skinner says his company is getting more than ever before. It is an obvious corollary that Philco's advertising costs per unit of sale are less than ever before.

In markets, as in finance, the foundations of fortunes are laid by those who—as Baron Rothschild put it—"buy sheep and sell deer."

### Stupid Buying

Shoddy merchandise has always been available.

But it is only in times like these that sound buyers are responsive to its lure, and then only for a time.

There is a revolt on right now against shoddy. It has become stupid instead of bright to buy only cheap things, forgetting quality. As *Vogue* said in a recent editorial:

"One of the stupidest things in the world is to like things just be-

cause they are cheap. It is almost as stupid as to like things just because they are dear; to have no sense of values and to boast of high prices paid as the rich, ill-bred do. . . . Two semi-pleasing purchases are never equal to one really satisfactory one. . . . The choice of the selective customer does more to influence commerce than commerce admits."

Two years of searching out cheap goods have just about cured that portion of the public which is still employed, still buying.

Unfortunate experiences with products which "looked all right, considering the price tag," have convinced buyers that it is again time to use common sense and to give up a belief in miracles.

In return for the hard-to-earn dollars of 1932 the family purchasing agent feels that she is entitled to 100 cents' worth of value. The customer is again becoming selective.

Makers of merchandise who recognize the basic soundness of the present revolt against shoddy will be able to build salability for the future as well as sales for the present if they will emphasize their decision in their advertising copy.

### Lansing, Mich., Club Formed

The Advertising and Sales Managers' Club of Lansing, Mich., has been formed. Clare M. Howland, general manager of the Dudley Paper Company, is president. Clifford E. Ayres, advertising manager of the Lansing Dairy Company, is vice-president. W. L. Austin, sales manager of the Ideal Power Lawn Mower Company, is secretary-treasurer.

Directors include: George B. Nichols, sales manager of the Auto-Owners Insurance Company; Shelby Race, sales manager of the Lansing Company, and C. E. Schotters, sales manager of the Luce Manufacturing Company.

### Robert Walshaw Advanced by Chicago "Daily Times"

Robert Walshaw has been appointed business manager of the Chicago *Daily Illustrated Times*. He has been auditor and comptroller of that newspaper.

### Appoints John B. Woodward

The Chicago *Journal of Commerce* has appointed the San Francisco office of John B. Woodward, Inc., publishers' representative, as its Pacific Coast representative.



APP  
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to the  
YOUR

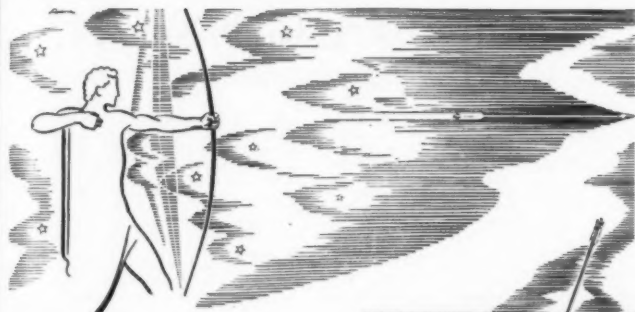
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Write

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SOUND STU





## APPEAL like the flights of swift arrows to the BULLS'-EYES OF YOUR MARKETS - - -



124 radio stations in this nationwide system are equipped with Western Electric Broadcasting equipment. *Each one is in the center of a market area. You can shoot straight into these bulls'-eyes (any you select) and be sure of hitting them—with unity of effort. This is the World Broadcasting System's answer to the need for lower costs of distribution.*

*Write for full information.*

### USERS OF THIS SYSTEM :

OLDS MOTOR  
FRIGIDAIRE  
HUPP MOTOR  
DUTCH MASTERS CIGARS  
MAXWELL HOUSE COFFEE  
CHEVROLET MOTORS  
OAKLAND-PONTIAC  
LIFE SAVERS  
EDNA WALLACE HOPPER  
PHILLIPS' DENTAL MAGNESIA  
LOUIS PHILIPPE  
JOCUR WAVE-SET  
UNITED DRUG  
GENERAL  
MILLS-BISQUICK

**Western Electric**  
NOISELESS RECORDING

## WORLD BROADCASTING SYSTEM, Inc.

50 West 57th Street, New York City

179 King St., W., Toronto

6-242 General Motors Bldg., Detroit

Washington Bldg., Washington, D. C.

SOUND STUDIOS OF NEW YORK, INC. (SUBSIDIARY OF WORLD BROADCASTING SYSTEM, INC.) WESTERN ELECTRIC LICENSEE

# Advertising Club News

## Poor Richard Club Holds Outing

The annual spring outing of the Poor Richard Club, Philadelphia, was held recently at the Manufacturers Country Club, Orland, Pa. The Bartley J. Doyle cup for golfers with handicaps of 20 and up was won by Walter G. Cott, with a gross score of 89 and net of 67. The Howard C. Story cup for the low net with a handicap of 20 or less was won by Robert H. Dippy, with a gross of 92 and a net of 79.

The low gross score was made by Ray Neal, with a 91, second low gross being turned in by A. B. Johnson and third low gross by Richard Alley. Third low net was made by Stanley Probst. Guest prizes went to Chalmers C. Johnson for low gross and E. A. Wright for second low. The putting contest was won by Joseph Nash, with Charles Blum second, and the tennis tournament was won by Sylvan D. Hofheimer, with John Aleba runner-up.

Ray Neal was chairman of the outing.

\* \* \*

## C. W. Van de Mark Heads Cincinnati Club

Curtis W. Van de Mark, president of the Health-O-Products Company, Cincinnati, has been elected president of the Advertisers' Club of Cincinnati. A. S. Holtman, advertising and sales promotion manager of The Fecheimer Bros. Company, has been elected vice-president.

Clifford R. Fox, of the Cincinnati Post, and Albert H. Apking, advertising manager of the E. & J. Swigart Jewelry Company, have been re-elected treasurer and secretary, respectively.

The following new directors have been elected: Frank J. Crow, Benjamin F. Faulkner, Robert M. Fleming, George F. Mathews, Myron L. Smith and Alexander Thomson, Jr.

Holdover directors include John Hennegan, Plez R. Pettit, Thomas Albershart and Mr. Holtman.

\* \* \*

## Cleveland Women's Club Offers Scholarship

A scholarship for study at Penn College, open to young women of Cleveland interested in advertising, is being sponsored jointly by that college and the Women's Advertising Club of Cleveland. The scholarship will be awarded the writer of an essay on the general theme "Advertising as a Profession for Women."

\* \* \*

## Toledo Club Changes Name

The Toledo Advertising Club has changed its name to the Sales and Advertising Club of Toledo. This change has been made in order to emphasize sales and merchandising problems in a series of monthly meetings to be held next year. Under the new plan a special effort will be made to interest executives and men actively engaged in sales work.

## Again Heads Philadelphia Women's Club

Mrs. Pauline B. Peters, of the F. Wallis Armstrong Company, has been re-elected president of the Philadelphia Club of Advertising Women. Nan M. Collins, of the Roland G. E. Ullman Agency, was re-elected vice-president. Other officers elected were: Clare V. Fey, of the Stewart-Jordan Company, treasurer; Ruth Hogeland, of The Country Gentleman, corresponding secretary, and Elsie Weaver, Thomas A. Royal Company, recording secretary.

Directors chosen were Edith Ellsworth, Ethel Jefferson, Margaret Lukes and Mrs. Edna Hill Mason.

A trip to Bermuda, the prize in the club's recent membership campaign, was awarded to Nan M. Collins for bringing in the greatest number of new members.

\* \* \*

## R. H. Haviland Heads Old Colony Club

Roland H. Haviland, of the Stetson Shoe Company, has been elected president of the Old Colony Advertising Club, Brockton, Mass. Herbert Gardner, Hurley Shoe Company, has been re-elected first vice-president, and Deane E. Alexander, Geo. E. Keith Company, has been elected second vice-president.

Albert L. Howard, Hamilton-Wade Company, and Wilbur L. Longden, Stone & Longden, have been re-elected treasurer and secretary, respectively.

\* \* \*

## Ray Carr Heads Portland Club

Ray Carr has been elected president of the Portland, Oreg., Advertising Club. Other officers elected are: Charles L. Stidd, first vice-president; James T. Burtchaell, second vice-president, and Allan R. Rinehart, secretary-treasurer.

The new board of directors includes: John W. Davis, Harriett J. Schrum, A. W. Gust, Blanche Anderson, Arthur B. Wallace, Mrs. Joe Sandvall, W. E. Hudleson, Walter H. Brown, Albert Byers and Randolph T. Kuhn.

\* \* \*

## "The Romance of Retailing" Played for Milwaukee Club

"The Romance of Retailing," in eight acts, was presented by members of the Milwaukee Advertising Club at its meeting last week as an exposé of department store operations and the trials and tribulations of advertising men, newspaper men, manufacturers, salesmen and printers. Arthur Wood, advertising manager of The Boston Store, wrote and directed the play.

\* \* \*

## Montreal Club Chooses R. J. Ambler

R. J. Ambler, general advertising manager of the Northern Electric Company, Ltd., has been elected president of the Advertising Club of Montreal.

THIR prizes ing Council paper Ad Exhibit Thursday at which rial writer papers, wa There wards f This comp produced peared in during the Recognit agency, wh lowing is awards:

Individual copy: Nation Products Co. Inc. Nation Finance Cor Co. Financial Bank. Local R. Epstein. Roebuck & Chicago Her States Adve

Individual typography: dise, Stand and McCa institutional Insurance Moore, Inc. Co., and Ne Local sales Restaurant Local instit Northern tional, Chic

Individual illustration: dise, Pabst National ins Corp, and nancial, Ce Co., and Ba born Corp. Chicago C of Men and Logan, shall Field Chicago De Advertising

Individual tive in the headlines, t sales or m Son and Na National i nance Corp Frey Co. and t

# Win Newspaper Advertising Awards

**T**HIRTY-ONE winners of first prizes in the Chicago Advertising Council's second annual Newspaper Advertising Contest and Exhibit were announced last Thursday at a luncheon meeting at which Arthur Brisbane, editorial writer of the Hearst Newspapers, was the principal speaker. There were also twenty-nine awards for honorable mention. This competition was for Chicago-produced advertising which appeared in Chicago newspapers during the last year.

Recognition was given to both the advertiser and the advertising agency, where one was used. Following is a list of winners of first awards:

*Individual advertisement excelling in copy:* National sales or merchandise, Rit Products Corp., and Aubrey & Moore, Inc. National institutional, Household Finance Corp., and Charles Daniel Frey Co. Financial, Personal Loan & Savings Bank. Local sales or merchandise, Dade B. Epstein. Local institutional, Sears, Roebuck & Co. Newspaper promotional, Chicago Herald and Examiner and United States Advertising Corporation.

*Individual advertisement excelling in typography:* National sales or merchandise, Standard Oil Company (Indiana) and McCann-Erickson, Inc. National institutional, Federation of Mutual Fire Insurance Companies and Aubrey & Moore, Inc. Financial, A. G. Becker & Co., and Needham, Louis & Brorby, Inc. Local sales or merchandise, Henrici's Restaurant and Albert Frank & Co. Local institutional, Public Service Co. of Northern Illinois. Newspaper promotional, Chicago Journal of Commerce.

*Individual advertisement excelling in illustration:* National sales or merchandise, Pabst Corp., and Chicago Tribune. National institutional, Household Finance Corp. and Charles Daniel Frey Co. Financial, Central Republic Bank & Trust Co., and Batten, Barton, Durstine & Osborn Corp. Local sales or merchandise, Chicago Campaign for Re-employment of Men and Money and Lord & Thomas and Logan, Inc. Local institutional, Marshall Field & Co. Newspaper promotional, Chicago Daily News and United States Advertising Corp.

*Individual advertisement most effective in the combination of illustration, headlines, text and typography:* National sales or merchandise, S. C. Johnson & Son and Needham, Louis & Brorby, Inc. National institutional, Household Finance Corp. and the Charles Daniel Frey Co. Financial, Northern Trust Co., and the J. Walter Thompson Co.

Local sales or merchandise, Dade B. Epstein. Local institutional, Chicago Coal Merchants Assn., and the Charles Daniel Frey Co. Newspaper promotional, Chicago Evening American.

*Best campaign:* National sales or merchandise, Atlas Brewing Co., and Critchfield & Co. National institutional, Household Finance Corp., and the Charles Daniel Frey Co. Financial, Personal Loan and Savings Bank. Local sales or merchandise, Great Northern Railroad Co., and the McJunkin Advertising Co. Local institutional, Sears, Roebuck & Co. Newspaper promotional, Chicago Daily News and United States Advertising Corp.

An award for the best small space local sales or merchandise campaign went to Sidney Wanzer & Sons and Needham, Louis & Brorby, Inc.

In his talk, Mr. Brisbane emphasized that the first requirement of successful advertising consists in having a product that people want and placing the right price on it.

Walter Hoving, vice-president of Montgomery Ward & Company, followed through on this point. Great attention is devoted to the questions of how to sell the product, of how much space to use in advertising it and to devising systems for keeping it in stock. Perhaps, said Mr. Hoving, if some of this energy were devoted to putting out a product that people will fall in love with, and be enthusiastic about owning, these other efforts would be more effective.

\* \* \*

## P. E. Buehler Heads Columbus Club

Paul E. Buehler, of the Ohio Farm Bureau Corporation, has been elected president of the Advertising Club of Columbus, Ohio. James E. Humphreys, of the Columbus Dispatch, has been made first vice-president and Gansey R. Johnston, of the Columbus Coated Fabrics Corporation, second vice-president.

Edward R. Brown, of the Huntington National Bank, and Delmar G. Starkey, secretary of the Columbus Chamber of Commerce, have been elected treasurer and secretary, respectively.

\* \* \*

## Heads Detroit Golf Committee

C. C. Hood, Detroit representative of The Saturday Evening Post, has been appointed chairman of the golf committee of the Adcraft Club of Detroit. Five golf tournaments have been planned for the season.



## IN TIMES OF DROUGHT They had to Search for Water

*Courtesy, Copper & Brass Research Association*

**T**HIS illustration, now being used in an advertisement of the Copper & Brass Research Association, says something timely and appropriate.

They certainly did have to search for water in those old days of drought.

Life itself depended upon the success of their search.

These are days of business drought.

The former fast-running golden streams became thin, and business scanty, the refreshing rains don't come nearly so often nor as big as they once did.

In times of business drought the search for the sparkling water of new business becomes as im-

portant days when for a change spring.

In a prospect of Ink Publishing the great this summer drought.

Over years even who should and his his presence vertising per, local ter, street other told about its service house of

Thus tent and has been created of alert

portant as it was in those days when men drove miles for a chance at a pure spring.

In a search for business prospects the PRINTERS' INK Publications can be of the greatest service during this summer of business drought.

Over a long period of years every manufacturer who showed his courage and his desire to broaden his present market by advertising in his business paper, local newspaper, poster, street car card or any other medium has been told about PRINTERS' INK, its service as a clearing house of profitable ideas.

Thus a careful, consistent and continuous search has been maintained which created over the years a list of alert and progressive

manufacturers who use PRINTERS' INK as a merchandising guide and advertising counsellor.

Among their subscribers these publications offer to the searcher in an arid business desert, almost all the worth-while prospects.

The search has been successfully made.

The audience is ready and waiting.

The manufacturers who are the readers of these publications fully intend to do business next fall and winter.

Many of them are now making their advertising plans.

Now is the time to tell them the story of markets, mediums and services, in the

## PRINTERS' INK PUBLICATIONS

# The Little Schoolmaster's Classroom

THERE are two ways to cut the price of a product. The first is the most familiar way; that is, making a straight reduction. The other is by keeping the price the same but by giving more value. When the Eastman Kodak Company brought out its new eight exposure film, it followed the latter process.

Another company that believes it is better to give more value for the money than to make a direct cut is the Daisy Manufacturing Company, Inc., manufacturer of Daisy Air Rifles.

Last year the company brought out a target which had a wide sale as a 50-cent item. This year the target is being packed along with the company's pump gun and the combination is sold at the same price as the gun was sold formerly.

Charles S. Hough, sales and advertising manager of the company, says: "Our guns fall so definitely into certain retail price channels that any small reduction that we might have been able to make to jobbers and they, in turn, to dealers in the price of any of our items, could not possibly have been reflected in the retail price of the item and would merely have served as a basis of cutting prices on the part of the jobbers in order to secure business.

"Inasmuch as for years we have worked to establish definite resale and retail prices on our entire line, we felt that any change in prices this year would do nothing but undo the work we have been doing for the last several years in attempting to establish the resale and retail price.

"Naturally, our profit lies in the guns themselves and not in the accessories that we furnish with them, and the accessories are only intended to promote the sale of the guns. Never before has a complete shooting outfit been offered to the boy and as a result, now he can get a gun, a folding target, and a dozen or so target cards as a complete shooting outfit at the same

price he would ordinarily have paid for the gun.

"This will serve two purposes; namely, to prove to the jobber and retailer that we are attempting to give greater values for the same money, which, after all, is the same thing as lowering the price on an item itself, and will also serve to give a much wider distribution on this target than we could possibly have obtained by attempting to merchandise the target as a separate item."

\* \* \*

Yawman & Erbe report in their house magazine that one morning, recently, Houston business men were startled by the appearance in their offices of salesmen carrying huge pads boldly entitled "Order Book" along with giant pencils. These immense pads, which were regulation order pads in every way, were carried by representatives of the Cargill Company, "Y and E" agents in Houston, Tex. In answer to inquiries concerning the size of the order book the salesmen were instructed to answer: "You see we are now getting so many more orders that it takes a bigger book to hold them."

P. T. Pearce, vice-president of the Houston organization, reports that: "The results were very satisfactory. We, like everyone else, have felt the strain of slack business conditions. We feel, however, that the way to better this situation is not to wait but to work, and to work cheerfully. We believe that by smiling we can influence a great many of the business people we contact to smile with us."

\* \* \*

The Jamestown Telephone Corporation, Jamestown, N. Y., an independent, locally owned company, is conducting an interesting experiment in newspaper advertising. This is a "colyum," conducted by Eunice Varley Carlson and called "Telephone Cross-Talk." It appears each Saturday in local newspapers and is run as straight reading matter al-



# THE HOTEL MONTCLAIR

LEXINGTON AVE. 49<sup>TH</sup> TO 50<sup>TH</sup> ST. NEW YORK

*Directly opposite the Waldorf - Astoria*

**Advertising Federation of America**

**C O N V E N T I O N**

**June 19th to 23rd**

*Special Rates to Those Attending*

**Single Room and Bath \$3.00 per day**

**Double Room and Bath \$4.00 per day**

**800 ROOMS**

**EVERY ROOM WITH BATH**

**A RADIO IN EVERY ROOM**

**Short walking distance from Grand Central**

**Terminal and B. & O. Motor Coach Station.**

**Ten minutes by taxi from Pennsylvania Sta.**

**American Home Cooking Served in a Notable Restaurant**

**CLUB BREAKFAST 35c. • LUNCHEON 65c. • DINNER \$1.00**

**OSCAR W. RICHARDS, Manager**

## WANTED

### Something to Sell on West Coast

Sales Manager of well-known mid-west factory, doing large national business, is returning to San Francisco to operate Pacific Coast selling agency. Wants, at once, a few items that are proven sellers. Send complete information to

**H. C. SCHIMPF**  
9 Cole Ct.  
Peoria : Illinois

**Wanted:—**

**A Food Product  
— for —  
Grocery Trade**

**Address:—FOOD BROKERS  
Box 30, Printers' Ink**

### ■ UNDERSTUDY . . . .

Some manufacturer's adv. manager or agency executive needs me as second man. Two years bank adv. manager, 5½ years daily adv. staff, 33, college graduate, married, Christian. Will submit details, samples. Location immaterial, opportunity most important. "L," Box 178, Printers' Ink.

though well identified as an advertisement.

In its first column the company said frankly that it was using the space "solely for the purpose of advertising its business; selling its service to the public; building up and retaining the good-will of the community."

Cross-Talk, therefore, contains considerable subject matter dealing with telephone affairs. It tells subscribers about the automatic machine that is designed to curb people who talk too long on a party wire, it explains the advantages of an independent telephone company, it has a word to say about the necessity of courtesy in talking over the phone.

In addition there are interspersed paragraphs having nothing whatever to do with the company's service. There are criticisms of books, reprints from foreign newspapers showing their reactions to the Lindbergh case, etc. The entire column is an interesting adaptation of the "colymist" idea applied to good-will advertising.

\* \* \*

"It is a mistake to say: 'About how much did you want to spend?'"

## FRANCE

An unusual opportunity for a firm wishing to reduce the overhead of its Paris office and strengthen its position in France. Young French executive, now in New York. Is available for work abroad with advertising agency, manufacturer or publisher contemplating or doing business in France. Capable of selling to the French market and of assuming broad responsibilities. Successful experience of several years' business in the United States. Highest credentials. "B," Box 31, Printers' Ink.

## TO AGENCY OWNERS

Have \$200,000 business. Will join well-financed agency. Can easily double my volume if agency gives full co-operation. State your proposition fully. "A," Box 179, P. I.

**"GIBBONS knows CANADA"**



This advice was intended for retail salespeople, but it applies to all salesmen who have a line of goods in several price and quality ranges.

Cannon Mills tell their dealers that the customer in all probability doesn't know what price towel she wants.

"Start off by showing medium quality towels, when your customer does not specify price," this manufacturer says. Then the sales person can go up or down, depending upon the reactions.

Good advice. Many salesmen bring up the question of price without the buyer mentioning it. They take it for granted that the buyer is interested in price first and last. He may be, but why not try to give him a good sales talk on the other merits of the goods (if any) before the price debate starts?

"Here's a neat little item at \$5," says the salesman.

"Too much," counters the buyer. And the fight is on.

The Schoolmaster, always a be-

liever that courtesy, even in the most inconspicuous places, is of untold value was favorably impressed by a bit of direct mail advertising sent him by the F. H. Bennett Biscuit Company.

The main piece was a broadside telling about Milk-Bone Dog Biscuits and enclosed was a postcard giving the Schoolmaster an opportunity to send for a sample.

There was this genial message: "I am mailing this card for a sample of Bennett's Milk-Bone Biscuits. My dog is waiting for it. Send it right away please—at no cost to me." Below was a space for the owner's name and then this little courtesy line, "We would consider it a favor if you would mention your dealer's name."

Many a time has the Schoolmaster been counseled to send in a dealer's name as though it was an obligation. For that reason probably he doubly appreciated the courtesy of the Bennett invitation.

Business calls for the taking of

# WANTED

## Capable Printing Salesman

preferably with executive experience to act as New York representative of plant with large and varied facilities. Must know general printing and have excellent references as to ability and character. Write fully. Application will be treated in confidence. "V," Box 177, Printers' Ink.

more risks than banking. This is probably one reason why manufacturers and bankers are so far apart in their thinking. A story which well illustrates the two viewpoints was heard by the Schoolmaster at the recent dinner of the Association of National Advertisers.

It was related by Charles F. Kettering, vice-president of the General Motors Corporation. He told how he had proposed something to a banker not long ago only to be advised that the banker didn't think the proposition would return very much on the investment. Mr. Kettering then said, "I want to ask you a question: How much return do you get on your dining-room table?"

The banker had never thought about that; he did not know.

"Do you mean to say you bought a dining-room table and didn't figure on the investment?" asked the amazed Mr. Kettering. "For all that's holy, why did you buy it?"

"I bought it because I wanted it," was the explanation.

If the banker was not able to see himself in the role of consumer, Mr. Kettering helped him to do so by showing that the banker buys for the same reason that everyone buys—because he wants something. As Mr. Kettering puts it, "They want to do something because they want to do it, and not because it is in the budget or returns on capital. We want to live instead of exist."

\* \* \*

Here are some figures for those members of the Class who like statistics. The Bureau of Business Information, Extension Division, University of Wisconsin, sent out a questionnaire to a list of retailers in that State. About ninety merchants responded. Here are the summaries of their answers:

"What methods have you found most effective in maintaining sales volume?"

	% of Total Suggestions
Used price appeal .....	45
Stressed advertising .....	34
Conducted sales or offered specials .....	23
Improved salesmanship .....	15
Carried more complete stocks .....	15
Increased outside selling .....	10

"What collection policies have you found helpful during the depression?"

	% of Total Suggestions
More personal calls .....	30
Followed up accounts more closely .....	18
Used telephone .....	10
Used partial payment plan on open accounts .....	10

\* \* \*

Women buy laundry soap. A great many of these purchasers are mothers. Therefore, why not put something in the advertising for the children?

So the latest P and G advertisement contains a bedtime story which runs down one side of the layout, with pictures. Polly and Georgie and Spot have a little adventure involving soiled clothes. P and G cleans the muddy things, including Spot, quickly and safely.

A simple little story but it will be read aloud by many mothers.

The Schoolmaster wonders why more advertisers don't put something in their advertisements for the children. The continued popularity of the Campbell Kids is evidence enough of the value of not being too serious all of the time.

### Richard Reid Elected by Catholic Press

Richard Reid, editor of the *Augusta Ga., Bulletin*, was elected president of the Catholic Press Association of America at its convention in Buffalo, N. Y., recently. He succeeds Benedict Elder of Louisville, Ky.

Msgr. Albert E. Smith, editor of the *Baltimore Catholic Review*, was elected vice-president. Joseph H. Meier, publisher of the "Catholic Press Directory," Chicago, was re-elected secretary, Charles H. Ridder, publisher of the *Catholic News*, New York, was re-elected treasurer.

### Has Grigsby-Grunow Foreign Advertising

The foreign advertising of Majestic radios and refrigerators, manufactured by the Grigsby-Grunow Company, Chicago, is now being directed by the Export Advertising Agency, of that city and New York.

### Start New Business at Detroit

J. L. Donohue and T. J. McNamara have organized an advertising business at Detroit under the name of the McDon. Advertising Agency.

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Phone 100.

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**For Sale—**  
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only; 5 yes  
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Chairman  
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# Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

## BUSINESS OPPORTUNITIES

**PUBLICATION AND COMMERCIAL WORK**—A-1 service; city advantages, country prices, 67 miles from New York. STRYKER PRESS, Washington, N. J. Phone 100.

**WANTED** for cash one modern offset press, good condition, perfect register, any size will be considered. Reply giving detail, specifications and serial number. Box 376, P. I.

**For Sale**—Well-equipped Photo-Engraving Plant in New York City, as a unit only; 5 years on lease; excellent location, with space available for expansion; shop in production at present. E. T. Sullebarger, 116 John St., New York City.

**Webendorfer 2 Column Rotary Press**, 36"x45", with 5 h.p. motor, 4 sets of copperized cylinders, cylinder grinder with motor, and steel cylinder rack, complete steam outfit and dismantled folder. Will sell at sacrifice. Gainsborough Gravure Co., Thompson Ave. and Manley Streets, Long Island City, N. Y.

## A-1 OPPORTUNITY

Now possessing complete ownership of valuable, proven formula, and having successful career in advertising. I need strictly reliable, agreeable and aggressive gentleman who will furnish additional capital, and join me in giving this energetic money-making product broader possibilities. I mean business; so must you. Box 380, P. I.

## EMPLOYMENT SERVICES

**Penn's History** is too well known throughout America to require more than a mere statement of its name and address. It is the oldest organization in America continuously specializing in serving \$5,000-\$50,000 men INDIVIDUALLY and CONFIDENTIALLY. PENN alone can say its CONTACTS are mainly with Chairmen of the Board, Presidents, General Managers, Treasurers, Directors. PENN is a NATIONAL INSTITUTION. Its officers are genuine experts, recognized leaders in placing men of large salary requirements. Consult PENN, 835 FIFTH AVE., N. Y. C.

## HELP WANTED

**SALES MANAGER WANTED**—An attractive position is available for an energetic Sales Manager, who has had experience in the sales of cosmetics and regular toilet goods lines. When replying give full information regarding past experience, etc. All communications treated in strictest confidence. Box 378, P. I.

## MISCELLANEOUS

**OFFICE SPACE**—Advertising company will share any part general office, two private; plaster partitions; on corner; unobstructed light and view; new building, Lexington Ave.-32nd St. Ashland 4-7681.

## POSITIONS WANTED

**BOOKKEEPER AND SECRETARY** Full time or few days each month, trial balances, financial statements, collection letters. Trade paper experience. Box 375, Printers' Ink.

**ADVERTISING MAN**, copy, layout and merchandising. Specializing direct mail, booklets, newspapers; especially shoes. I.C.S. student. Age 32. Go anywhere. Box 381, Printers' Ink.

**ARTIST**—Eight years handling Direct Mail Advertising for large printer specializing in Modern Layouts and Finished Art Work, desires position with advertising concern. Box 374, P. I.

## ADVERTISING—PUBLICITY

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